



IT Strategic Plan 2014-2016

Ideas to Reality



New Jersey Office of Information Technology

IT Strategic Plan 2014 - 2016

May 2014

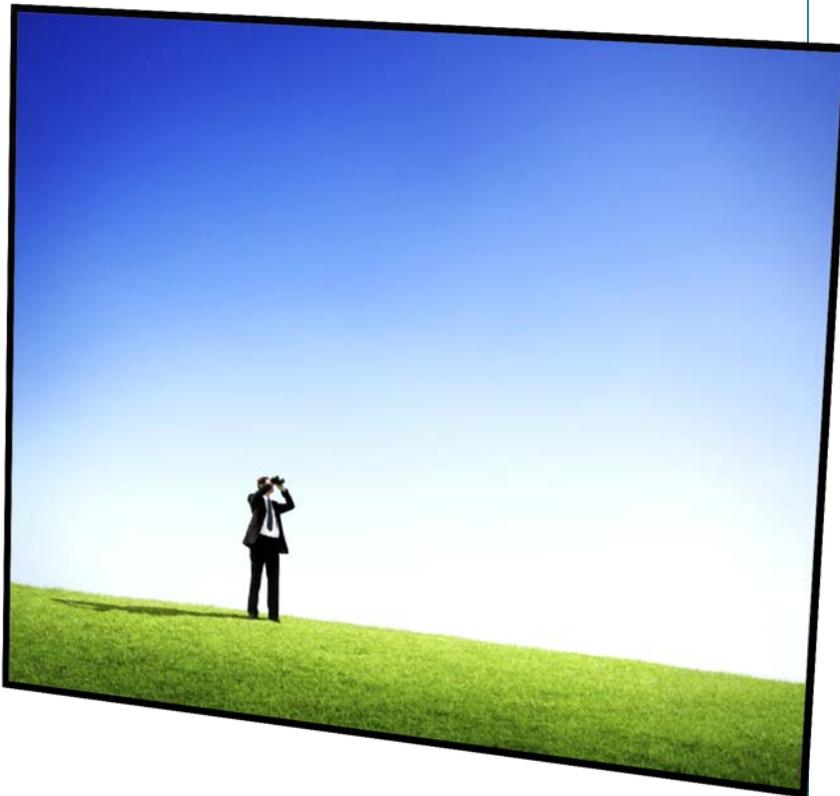
Table of Contents

Table of Contents

OIT's Vision Statement.....	3
OIT Mission Statement.....	4
Principles.....	4
Executive Summary.....	6
Situation Analysis.....	8
OIT Goals, Objectives and Strategies.....	12
I. GOVERNANCE.....	12
II. STATEWIDE EFFICIENCIES.....	16
III. ENTERPRISE ARCHITECTURE.....	22
IV. INTEGRATED E-SERVICE DELIVERY.....	24
V. INFORMATION SECURITY.....	26
VI. IT WORKFORCE MANAGEMENT.....	30
Statewide IT Goals Matrix.....	32
Implementing and Executing the Plan.....	33
Agency Overview and Organization Chart.....	34
Projects on the Horizon.....	37
Prior Accomplishments.....	44
Emerging and Innovative Use of Existing Technologies.....	50
Enterprise Recommendations.....	52
Inter-Agency Governance Committees and Councils.....	53

VISION

OIT's Vision Statement



OIT aspires to be a leader in IT service delivery, striving always to deliver better performance and service to citizens and businesses while promoting integration, reusability and IT service brokering as first-choice solutions for State IT needs.

OIT Mission Statement

The mission of the Office of Information Technology is to enable all the agencies of New Jersey State government to deliver services reliably and efficiently by providing them with cost-effective administration of Information Technology services within the Executive Branch. This mission is accomplished by:

- Operation of an enterprise IT architecture that is based upon meaningful standards;
- Maintenance of a secure, reliable and cost-efficient shared IT infrastructure;
- Maximization of data reusability and integration;
- Continuous improvement of the quality of IT service delivery through enlightened governance and the use of best practices, and;
- Support of government transformation through close collaboration with client agencies, use of the best-available research to develop innovative solutions, engagement of a skilled workforce, and other results-driven actions.

Principles

- OIT earns the trust of its internal and external stakeholders through honesty, transparency and accountability.
- OIT achieves its mission, vision and goals through effective communication in an environment that promotes teamwork and collaboration.
- OIT develops, demonstrates, and recognizes innovation, creativity, and leadership.
- OIT takes a balanced approach to risk.
- OIT takes pride in the delivery of high-quality, reliable services.



State of New Jersey

Office of Information Technology
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CHRIS CHRISTIE
Governor

KIM GUADAGNO
Lt. Governor

From the Desk of the Chief Information Officer
E. STEVEN EMANUEL
Chief Information Officer

The staff of the New Jersey Office of Information Technology has created an intelligent, focused, and achievable strategic plan that will serve as a roadmap for the agency's operations over the next three years.

This plan's content shows that OIT managers recognize their central and most critical role is to maintain and strengthen New Jersey's core connectivity, networks and systems. Clearly they understand that it is upon this bedrock of capability that Agencies, Cloud-based service providers and other contributors to State technological advancement will build the systems that are being envisioned today.

While many dedicated professionals contributed to the success of this effort, I specifically wish to commend Chief Operating Officer Gloria Broeker, Chief of Staff Sharon Pagano, and Policy and Planning Manager Elizabeth Caldwell. They were tasked with leading OIT's senior managers through the complexities of developing a strategy that focuses OIT on creating a better and more reliable operational framework for serving its client agencies.

This plan, along with contributions from many other Executive Branch IT leaders, will help form the vision that will guide New Jersey's Information Technology systems through the current decade and beyond.

Steve Emanuel
Chief Information Officer/Chief Technology Officer
State of New Jersey

Executive Summary



Technology advances. Government priorities shift. New challenges constantly emerge.

That's why this three-year strategic plan is a vital component of effective management of the Office of Information Technology and the State's IT needs.

If OIT is to achieve its mission of continuous improvement of efficiency, reliability and capability in information technology, we must regularly make time to think beyond the imperatives of the moment.

Super Storm Sandy in October 2012 showed how vital it is to look ahead and prepare. Among Sandy's lessons is that we must plan for challenging situations even when seeing beyond the immediate need is near impossible. Then once such an event is past, we must instantly begin to ready the State's IT infrastructure and systems for the inevitable challenges and emerging opportunities that will follow. The OIT Strategic Plan is our agency's roadmap for this journey of preparation, adaptation and innovation. It's designed to guide this agency even as it maintains and monitors computer networks that operate 24 hours a day, seven days a week. The day-to-day demands of maintaining these vast and complex systems leave little time for innovative thinking – yet plan we must or pay the unacceptable consequences of being unresponsive to future endeavors.

Recent management changes at our agency were specifically designed to encourage long-term planning of the type exemplified by this three-year strategy for developing a stronger, better OIT. Directions dictated by the long-term priorities of New Jersey's Executive Branch and the evolving imperatives of national trends shaped its creation. They include a focus on changes in technology delivery, a growing emphasis on increasing efficiencies and capabilities through enlightened data governance, an unwavering resolve to defeat cyber-attacks on government networks, and renewed commitment to OIT's core mission of implementing highly efficient, enterprise solutions for New Jersey citizens.

The plan strongly emphasizes the leadership tools needed to meet future challenges such as improving project management, effectively communicating both inside and outside OIT, managing relationships with client agencies, improving infrastructure reliability, and constructively addressing cultural change.

OIT's Strategic plan is one leg of a strategic triad that includes individual agency plans and a Statewide Plan. I urge you to review these documents regularly. I will use them to guide planning of both short-term and long-term initiatives. They are designed to be living documents. They must be shared with everyone responsible for the execution of the plan. Feel free to recommend improvements – especially as needs, priorities, technology and challenges change.

If after dealing with a difficult issue or stressful period, we at OIT can use this Strategic Plan to pull our attention away from the pressing demands of the moment and refocus on our ultimate goals, then all the work of its conception and creation will pay off. Use this plan to provide the guidance you may need to focus attention towards the continuous improvement of service delivery for the NJ citizens and businesses.

Sincerely,

Gloria J. Broeker
Chief Operating Officer

Situation Analysis

Overview: How can OIT’s talented staff and leadership best help client agencies achieve their goals over the next three years?

Top OIT leaders and managers considered this key question as they embarked on OIT’s strategic planning process. They started by evaluating New Jersey’s OIT as it existed in the spring and summer of 2013, and then used this snapshot of the agency as the starting point for creating strategies.



A SWOT analysis was the first step. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. An inventory and examination of strengths and weaknesses provided a clear view of the current state of the agency. Research into potential opportunities and threats helped managers shape the goals and strategies that will carry OIT forward. Every OIT executive contributed to the SWOT process, including providing insights into the past that are critical for understanding how the agency operates today.

New Jersey first created an office to oversee telecommunications and information technology in 1984. Its mission was to improve efficiency and spur innovation through dedicated, centralized management of IT and telecommunications. Governors over decades have reaffirmed their commitment to that charge, which continues to guide OIT’s efforts and direction today. The agency’s evolved structure and organization largely reflect multiple Legislative and Executive Branch efforts to realize the full potential of centralized IT, telecommunications, governance and management.

With the agency’s historic mission in mind, current OIT management remains dedicated to enterprise (State government-wide) solutions to computing and telecommunications challenges, when such solutions best meet the needs of client agencies and, ultimately, taxpayers.

At the same time, OIT leadership is strongly committed to providing superior service and results to client agencies – regardless of where a system is housed – and to assisting all parts of State and local government in New Jersey with IT governance and innovation. The rising threat of data breach in particular has increased the need for more uniform governance and for collaboration – not just with other agencies in State government, but also with the private sector, federal and local government units.

Strengths:

- Brightest, most tech-savvy thinkers and doers in State government.
- New leadership determined to be consistently proactive rather than just reactive.
- Management structure with both a Chief Information Officer and a Chief Operating Officer. The structure allows the CIO to engage in planning and interagency interactions while the COO concentrates internally on day-to-day operations, staff needs, and maintenance.
- New vehicles, such as the CIO Collaboration Council and the Digital Summit, for communication and collaboration among IT professionals in all parts of State, county and local Government.
- Support from current Treasury leadership for agency's missions and expected roles.
- New Program Management capability that will help ensure that projects are conceived, executed, monitored and completed based on best practices for IT planning and execution. The interagency Project Management Users Group (PMUG) is helping to spread best practices in program management throughout State government.
- Existing Investments (Infrastructure/Tools/Institutional Knowledge/statewide WAN/Internet).
- Customer focus on agencies as clients and collaborators.
- Reputation gained from the professional expertise, competence and collaboration during the emergencies of Hurricanes Irene and Sandy.

Weaknesses:

- Breadth of assigned missions and responsibilities often is not matched by willingness in parts of State government to accept OIT's governance authority in statutes, executive orders and directives. Past failed efforts to win compliance suggest that OIT may lack the ability to influence events in ways necessary for success.
- As with many State agencies, staff morale has been hurt by the constraint on resources resulting from the Great Recession and increased attrition.
- Limited funding resources make new initiatives difficult to finance and implement.

Opportunities:

OIT will look at the many emerging opportunities for enterprise solutions and seek to take advantage of them, relying on facts to win buy-in from client agencies and on collaborative governance to ensure proper communication and implementation. The opportunities include:

- **Providing better solutions in a time of constrained resources:** Demand for services is challenging the resources of all Executive Branch agencies. System-wide, OIT has an opportunity to help create the right mix of in-house staff, agency personnel and vendor-provided solutions to ensure that client agencies have the tools to meet the expectations of a demanding public. This strategy will include potential changes in the types of work that OIT will maintain in its repertoire of core services. Streamlining and defining core services may likely shift certain aspects of IT solutioning to agencies. This will provide some Executive Branch agencies with a closer alignment of technology services that are more closely tied to business decisions, while moving core service expectations into OIT. Enterprise solutions can also play key roles in meeting requirements during a time of limited resources because of their efficiency. OIT also can guide State IT to the best possible solution, regardless of how it is provided – in the Cloud, as a service, via in-house development or from off-the-shelf software and systems.
- **Review of service offerings:** The agency is reviewing current service offerings to create a new service catalog built upon internal and brokered services. The goal is to exploit opportunities to shed commodity services that can best be provided by vendors and align costs to services defined more closely to current consumption patterns and technological realities.
- **Replacing outdated systems:** Numerous systems are operating long past industry standards for useful life and remain a challenge to support by their manufacturers or with State resources. Multiple opportunities exist to replace these legacy systems with modern solutions that have the capability to boost productivity, reduce costs, encourage innovation, and allow easier adoption of technological advancements. OIT can build trust government-wide if it ensures smooth implementation of these new systems, and finds efficiencies through enterprise solutions and any other responsible means that serve the interests of taxpayers.
- **Meeting leadership expectations for a stronger role in IT leadership and governance:** The rapid pace of technological advancement and the expanding need for efficient services have OIT playing a stronger leadership role in statewide IT governance. This includes the dissemination of new policies, standards and guidelines. Growing security threats, the desire to fully leverage all available resources, and new paradigms in service delivery (Cloud-based solutions and “anything” as a service) have created opportunities for OIT to demonstrate leadership and take advantage of its core competencies.
- **Better communications:** OIT can win greater trust and collaboration from client agencies by continuing to improve its communications. Among the opportunities are the statewide strategic plan that agencies are helping to create; clearer articulation of policies and

procedures; more effective transfer of critical information to users before, during and after implementation of new solutions; faster alerts to stakeholders when key systems are under stress or functioning at diminished capacity; and more impactful outreach to OIT employees and other IT and telecommunications personnel.

Threats:

Rapidly evolving technology and the ever-changing nature of New Jersey government represent both the greatest opportunities and the biggest threats for OIT. Among the threats seen by OIT managers are:

- **Loss of staff experience and capability:** Experienced employees are retiring at a rapid pace. Hundreds of years of IT experience have been lost just within the past year. Maintaining adequate staffing is critical if OIT is to provide reliable services to client agencies. Agency willingness to collaborate on enterprise solutions is contingent on OIT's ability to perform at required levels. Staff morale must be maintained even as respected former co-workers move on to the next phases of their lives.
- **Limited funding:** Constraints on fiscal resources slow replacement of critical systems and the implementation of system controls. OIT is working in close collaboration with Treasury and the Governor's staff to ensure that resources are adequate so that vital upgrades can be made.
- **Security breaches:** Cyber-attacks are on the rise, and a catastrophic breach could hurt OIT's efforts to maintain reliability, build trust with stakeholders, and acquire necessary resources.
- **Resistance to enterprise solutions:** Historically, vendors enticed client agencies to buy independent solutions, and agencies turn to independent solutions as quick fixes to problems. OIT's ability to fulfill its 30-year-old mission of identifying and implementing enterprise systems to increase efficiency, innovation and reliability is put at risk if agencies are continually allowed to operate IT programs outside of OIT oversight. With the arrival of new management at OIT in 2011, the agency renewed its focus on governance, capacity planning, service level management, and appropriate collaboration.

OIT Goals, Objectives and Strategies

These goals link to the following Governor's Priorities of providing a *reformed and responsive government that empowers individuals and works smarter and better for the State's constituents*.

In addition to the goals, objectives and strategies identified in this section, OIT will maintain and monitor its progress against a detailed listing of all sub-goals, objectives, strategies and actions.

In order to achieve the goals and objectives outlined in our plan, it is critical that OIT obtains the necessary resources (staffing and financial) and collaboration required to implement the strategies identified in our plan.

I. GOVERNANCE

A key goal for OIT is to ensure that it applies an effective IT governance program. IT governance often focuses on implementing a framework of policies, processes and procedures. However, OIT now embraces a broader definition as defined by the IMPACT Programme in its publication titled "*Developing a Successful Governance Strategy: A Best Practice Guide for Decision Makers in IT*."¹ According to the guide, the scope of IT governance includes "the culture, organization, policies and practices that provide ... oversight and transparency of IT." The guide further states that "*The benefits of good IT risk management, oversight and clear communication not only reduce cost ... but also engender greater trust, teamwork and confidence in the use of IT itself and the people trusted with IT services.*" OIT seeks to implement governance practices that will enable the State to realize these benefits.

As OIT's Leadership Team engaged in the strategic planning process, members discussed recurring concerns. IMPACT's guide identified several of these concerns as common issues in IT. These include:

- The need for more accountability, shared ownership and clarity of responsibilities for IT services and projects. OIT recognizes that the communication between itself and the agencies must improve and be based on joint accountability for IT initiatives.
- The gap between what IT departments think the business requires and what the business thinks the IT department is able to deliver is often wide. As outlined in our objectives and strategies, OIT will increase its engagement with the agency business community as well as provide a service catalog and service level agreements that will set appropriate expectations.
- Organizations need to obtain a better understanding of the value delivered by IT, both internally and from external suppliers. Measures are required in business terms to achieve this end. OIT intends to promote its successes and continuously improve the

¹The IMPACT Programme. (2005, November). *Developing a Successful Governance Strategy*. ISACA.org. Retrieved July 8, 2013, from <http://www.isaca.org/Certification/CGEIT-Certified-in-the-Governance-of-Enterprise-IT/Prepare-for-the-Exam/Study-Materials/Documents/Developing-a-Successful-Governance-Strategy.pdf>.

key performance indicators that are published on a regular basis, in a way that is relevant to its customers.

- Organizations are relying more and more on IT; therefore, management needs to be more aware of critical IT risks and whether they are being managed. Working with the agencies and employing improved practices for portfolio management, the State will take a balanced approach to risk.
- There is a realization that because IT is complex and has its own fast-changing and unique conditions, the need to apply sound management disciplines and controls is even greater (IMPACT, page 5).

After evaluating the needs and opportunities, OIT leadership developed the following governance goal and objectives for the next three years:

OIT Business Goal:

Employ Collaborative Governance – OIT will strive to build and improve working relationships with Executive Branch Agencies and other key stakeholders to ensure that the State’s IT assets are managed effectively and efficiently.

IT Goal

Provide leadership and governance for State government information technology operations by creating and maintaining organizational structures, processes, standards, policies and procedures, and by ensuring accountability.

Success Factors:

State government business leaders will be consistently involved in prioritizing IT investments and undertake a balanced approach to risk through promoting compliance with statewide policies and standards.

Value created by obtaining this goal:

The State will achieve the optimal benefit from IT investments and have higher success rates when implementing IT-related projects. The desired outcome-based objectives are outlined below, along with the applicable strategies that will be consistently employed.

Objective 1

- 1.1 Provide leadership and accountability to the State’s IT community as evidenced by consistently operating at a high, measurable level of performance by June 30, 2016.

Strategies

- 1.1.1 Follow statewide IT management and governance frameworks.
- 1.1.2 Regularly conduct awareness and compliance activities throughout OIT and with the agencies regarding policies, standards, procedures and guidelines.
- 1.1.3 Where feasible, incorporate standards into statewide contracts.
- 1.1.4 Analyze key performance indicators on a regular basis in order to improve service delivery.
- 1.1.5 Facilitate the utilization of the CIO Collaboration Council for promoting the sharing of OIT and Agency information.
- 1.1.6 Engage in an IT Marketing plan that highlights services and successes.

Objective 2

- 1.2 By June 30, 2015, agency program leaders will set the priority for projects that include an IT element, and work with OIT to balance project workload.

Strategies

- 1.2.1 Rank every project based on an objective-weighted scorecard.
- 1.2.2 Leverage the portfolio management process to align and prioritize investments to the State's overall strategic direction for IT.
- 1.2.3 Through the governance processes foster the alignment of IT investments to the Enterprise direction and limit the number of divergent technologies that need to be supported in the Enterprise.
- 1.2.4 Use an interagency communications program that helps develop communities of interest and helps OIT set its priorities, whenever possible, in collaboration with its client agencies.

Objective 3

- 1.3 Beginning in August 2015, OIT will measurably increase the number of projects that are implemented within the original scope, time and cost.

Strategies

- 1.3.1 Establish an intake process to ensure all work requests are processed consistently.
- 1.3.2 Implement a Portfolio Management Process by December 31, 2014.
- 1.3.3 Create a baseline and set targets for the number of projects implemented within the approved scope, time and cost. Assess progress annually.

Objective 4

- 1.4 By June 2015, Executive Branch agencies business (program) leaders will participate in the development and implementation of statewide IT policies.

Strategies

- 1.4.1 Lead and empower Executive Steering Committees and Councils to provide guidance and accountability in the areas of Enterprise Architecture, Project Management, Data Center Use, Data Governance and Network planning by Executive Order or Statewide Circular.
- 1.4.2 Work collaboratively with agency stakeholders to develop, publish and educate staff on new and existing policies and processes.

II. STATEWIDE EFFICIENCIES

The State is recovering after Super Storm Sandy, and its economy is improving. The long-term outlook is expected to remain positive. Nevertheless, the effects of the Great Recession and Sandy will linger for years and continue to stress government's ability to provide services. New Jersey's State government must, therefore, become more efficient with its assets. One way of achieving this is to view IT assets across State government as Enterprise resources, regardless of where they are housed or supported. OIT will collaborate with other agencies to make maximum use of IT resources. It will also partner with online service providers to provide more customer self-service and reduce development and maintenance cost for service delivery.

The State needs to create a culture of data reusability that both increases efficiency and reliability in data production, storage and usage. Creating isolated islands of data to satisfy individual programs or agencies is no longer acceptable. Accordingly, all agencies must define data consistently. OIT and agency IT professionals increasingly will manage a core of common data at the enterprise level using common methodologies. To accomplish this, OIT will use information management technologies in a systematic way to collect, publish, and maintain the integrity of critical data elements across multiple state programs in a manner that is both efficient and responsive to business needs. An information management framework is essential to achieving this goal. The New Jersey Data Governance Framework (NJDGF) will guide information management for the State. It will not only guide internal information system development but also enable interoperability with external partners. Its ultimate goal is to promote data reusability with assured data quality.

Another way OIT is implementing efficiencies is by optimizing its data centers and telecommunications infrastructures. It is cost-prohibitive to build new data centers, so the State is creating new virtual servers and installing hardware only when the need is unquestionable. We will use cross-agency prioritization for data center hosting requests and leverage co-location third-party hosting facilities (PaaS, IaaS, and SaaS) when advantageous to the State. OIT is also leading the implementation of the State's Unified Communications Services. This infrastructure is a critical part of the Next Generation Services Network that the State is deploying. Unified communications provide a consistent, unified user-interface and user-experience across multiple devices and media-types.

OIT will develop a new Cost Allocation Plan (CAP) so that billing for IT services is more equitable. OIT's current rates are based almost entirely on mainframe usage when it provides many other types of computing capability. In addition OIT has three Cost Allocation Plans – State, Federal and Federal Year-End – that don't reflect current demands for services. OIT will move to reduce the number of plans over this planning period to one CAP that will better reflect actual IT service consumption.

OIT Business Goal:

OIT will optimize IT investments by leveraging existing resources across the Executive Branch (People, Digital Assets and Infrastructure).

IT Goal

Maximize the efficient delivery of agency services through the cost-effective use of state Information Technology resources.

Success Factors:

By leveraging existing resources across the Enterprise, the State should realize an increase in capacity and agility in responding to agency technology needs. Cost avoidance will be realized as underutilized assets are shared to accommodate increasing service demands.

Value created by obtaining this goal:

The State will realize the following benefits:

- Optimized IT investments.
- A reduction in duplication of effort and the sharing of IT resources for the support and delivery of services.
- Greater compliance with standards and processes.
- State decision-makers will have better data available to them for decision-making and enabling them to respond to emergent issues quicker.

The desired outcomes that align to this goal are outlined below, along with the applicable strategies that will be consistently employed.

Objective 1

2.1 By July 2016, demonstrate that enterprise and affinity group resources are used efficiently.

Strategies

- 2.1.1 Use a statewide capacity-planning process to include consideration of projects across all state agencies.
- 2.1.2 Use a workload planning process.
- 2.1.3 All requests for new hosting services will be reviewed against an inventory of data centers, computer rooms, and related facilities across State government.
- 2.1.4 Where appropriate, implement Green IT initiatives.

Objective 2

2.2 Demonstrate Internet, backbone and access bandwidth are used efficiently by July 2016.

Strategies

2.2.1 Institute statewide Internet content filtering baseline requirements.

2.2.2 Establish bandwidth utilization capability on a per agency basis.

2.2.3 Require shared access circuits at facilities that have more than one agency.

2.2.4 Require agencies to engage OIT for all Wide Area Network (WAN) planning.

2.2.5 Require agencies to order all access circuits through OIT.

Objective 3

2.3 By December 2014, demonstrate through the SAR process, that agencies are using the Enterprise Data Governance Framework to guide management of data resources.

Strategies

2.3.1 Publish, implement and periodically update a data governance strategic plan.

2.3.2 Publish, promote and periodically update a data governance implementation plan and reusable data infrastructure document.

2.3.3 Use the Enterprise Data Governance Framework and resulting policies and standards to guide projects in the Architectural Review process.

Objective 4

2.4 By July 2014, increase the amount of data available to be reused across State information systems.

Strategies

2.4.1 Identify and use data stewardship organizations to oversee and manage each reference data set.

2.4.2 Provide data governance processes for approving changes to reference data and definitions.

2.4.3 Publish and maintain common reference data sets, descriptions, and definitions in a publically accessible, user-friendly, searchable repository.

Objective 5

2.5 By September 2014, reduce redundancy and inconsistency in the State's data assets.

Strategies

- 2.5.1 Implement a master data-management program for one or more subjects.
- 2.5.2 Establish data-governance processes that define access roles and policies for accessing and updating master data.
- 2.5.3 Develop new master-data subjects so that benefits can be repeated throughout the enterprise. This iterative approach should be based upon the subject's value to the enterprise and OIT's ability to implement effective data governance.
- 2.5.4 Promote the use and support of master data to OIT and the agencies.

Objective 6

- 2.6 By June 2014, establish a publicly accessible, user-friendly, searchable, and sustainable metadata repository.

Strategies

- 2.6.1 Establish, publish and promote standards and practices for logical and physical data modeling and data object naming.
- 2.6.2 Follow a model-driven development process to capture metadata in logical models that are used to create physical data models.
- 2.6.3 Establish, publish and promote standards and procedures to aggregate and rationalize metadata from the modeling process.
- 2.6.4 Identify and deploy a web-based repository that provides the desired functionality around data definitions.

Objective 7

- 2.7 By September 2014, OIT will increase integration and realize economies of scale in IT service delivery and infrastructure investments.

Strategies

- 2.7.1 Develop a statewide contract brokerage methodology to assist with acquisition and management guidance for Cloud, Software as a Service (SaaS), Infrastructure as a Service (IaaS) and Platform as a Service (PaaS) providers based upon OIT and agency IT service needs.
- 2.7.2 Encourage the acquisition and use of enterprise (multi-organizational) solutions, commercial-off-the-shelf (COTS) and SaaS solutions before requesting custom application development.

2.7.3 Offer IaaS and PaaS to client agencies as options for economical and rapid delivery of new business service solutions.

Objective 8

2.8 Establish and use a business plan for periodic acquisition of statewide aerial imagery by September 2014.

Strategies

2.8.1 Employ business case analysis to acquire and publish statewide aerial imagery.

2.8.2 Identify stable, long-term funding sources to eliminate reliance on periodic, ad hoc fundraising efforts.

2.8.3 Implement an aerial imagery acquisition program with a predictable schedule.

Objective 9

2.9 By December 2014, develop statewide address point data and establish a maintenance strategy for keeping it up to date.

Strategies

2.9.1 Create initial data from existing sources such as property tax records.

2.9.2 Link geospatial data to a master data repository for addresses.

2.9.3 Leverage partnerships with county and local GIS organizations to contribute corrections and updates.

2.9.4 Design and implement change detection routines that harvest changes in state databases such as voter registration, driver's license, business registration, and property tax.

Objective 10

2.10 By June 2015, complete the development of statewide tax parcel data and implement a business process for maintaining it.

Strategies

2.10.1 Continue to work with county partners to refine the maintenance process for parcel data in conjunction with county and municipal boundary data.

2.10.2 With Division of Taxation, complete the initiative to modernize tax map regulations to allow municipalities to maintain and submit tax maps as a digital product rather than hard copy.

2.10.3 Use workflows for ongoing conversion of digital tax maps to GIS parcel data.

Objective 11

2.11 By July 2014, fully implement the maintenance program for statewide road centerline data.

Strategies

2.11.1 Use a web-based editing capability for maintenance of road centerline data.

2.11.2 Leverage partnerships with county and local GIS and 911 personnel to enlist their cooperation in data maintenance activities.

2.11.3 Implement data exchange mechanisms to ensure that statewide road data are readily available to local partners in formats usable by them.

Objective 12

2.12 By Fiscal Year 2015, OIT will use a new cost-allocation model and have an IT reinvestment methodology for any savings realized from IT modernization and new solutions implementations.

Strategies

2.12.1 Develop and implement a new IT cost-allocation model.

2.12.2 Implement a chargeback mechanism for the use of all telecommunications circuits.

2.12.3 Actively pursue non-State funding opportunities.

2.12.4 Use an IT reinvestment fund to support innovation and the acquisition and development of new technologies as well as to upgrade existing technologies.

III. ENTERPRISE ARCHITECTURE

Enterprise Architecture (EA) increases the value and effectiveness of IT investments, organizes the logic for business processes, and aligns the appropriate technology solutions to each agency's business needs. It also defines the State's levels of integration and standardization, and, where appropriate, encourages the use of emerging technologies to better manage the enterprise's information and consistently insert those technologies into the enterprise.

The State's Shared IT Infrastructure has been built to support this vision. It is a robust, standardized environment that currently supports Executive Branch computer systems within and across agency boundaries. The infrastructure is designed to rapidly accommodate growth and replacement of hardware, middleware, software and communications as new business needs arise or when efficiencies can be realized by upgrading or replacing existing components.

OIT Business Goal:

OIT will optimize IT investments by leveraging existing resources across the Executive Branch (People and Infrastructure).

IT Goal

Maintain an Enterprise Architecture Program that continuously aligns technology investments with the core business goals and strategic objectives of the Executive Branch of New Jersey State Government.

Success Factors:

The Enterprise Architecture approach and process will leverage IT investments, reduce support costs, limit risks and demonstrate anticipated business outcomes.

Value created by obtaining this goal:

The State's agency business leaders will be actively involved in IT investment decisions resulting in IT related projects aligning to the Enterprise and Agencies business vision and goals for service delivery.

The objective under this goal and the strategies that will be employed are identified below.

Objective 1

- 3.1 The Executive Branch will follow a comprehensive EA program that aligns IT planning and strategy with business requirements.

Strategies

- 3.1.1 Require a standardized approach for entire lifecycle of IT projects.

- 3.1.2 Make available a standardized total-cost-of-ownership and return-on-investment models for IT planning.
- 3.1.3 Create common platforms for integrated information access, legacy application migration, and new application development.
- 3.1.4 Implement standards and policies that facilitate the design and usage of common applications and components.
- 3.1.5 Direct projects to use the State's Enterprise Architecture through communication of standards that will be readily accessible.

Objective 2

- 3.2 The State's Enterprise Architecture is reflective of individual and cross-agency business needs as evidenced by 90 percent of projects meeting the anticipated business outcomes as provided in documentation of requirements and statements of work.

Strategies

- 3.1.1 Follow an Architecture process that leverages the value of IT investments, limits risks and demonstrates anticipated outcomes.
- 3.1.2 Make the Enterprise Architecture framework readily available to agency staff, the vendor community and other stakeholders.
- 3.1.3 Refresh the Systems Architectural Review (SAR) with the appropriate staff from existing statewide teams, agency-domain experts and technical representatives.
- 3.1.4 Perform periodic reviews of the architecture for alignment to agency business needs.
- 3.1.5 Provide a roadmap for the transition from disparate architectures to the targeted Enterprise Architecture.
- 3.1.6 Require the use of project business cases that align to the Enterprise business vision. The purpose is to drive IT investments that align with Enterprise solutions (where applicable).
- 3.1.7 Conduct post-project completion reviews on major projects, within six months after implementation.

IV. INTEGRATED E-SERVICE DELIVERY

OIT's intention is to promote more online, self-service solutions for agency programs and their constituents. This initiative is called integrated e-service delivery. Included in this program are the strategies that will be employed to ensure business continuity in face of disaster or any event that requires significant reaction and adjustment. OIT will also partner with online service providers to provide more customer self-service and reduce development and maintenance cost for service delivery.

OIT Business Goal:

Maintain an integrated package of services that provides "one-stop self-service" for businesses and the public.

IT Goal

Achieve integrated e-Service delivery across the Enterprise, including e-services for disaster preparedness/response and business continuity.

Success Factors:

Success factors will be seen from the government operational perspective and the consumer view. Government operations success factors include streamlined service delivery; a reduction of cost, and periodic recognition from national and peer group organizations.

Knowledge of the intricacies of State government operations will not be necessary for consumers seeking information or trying to conduct business. Citizens with internet access will be able to do business with the State from any location at any time.

Value created by obtaining this goal:

Provides a managed, more-satisfying customer experience for State government consumers.

The desired outcomes that align to this goal are outlined below, along with the applicable strategies that will be consistently employed.

Objective 1

4.1 Increase the usage of the State's One-Stop Portals, year over year.

Strategies

4.1.1 Develop and promote public-to-business service as the state's one-stop shop for Government to Business (G2B) interaction.

4.1.2 Integrate and promote government-to-employee (G2E) services into the My NJ portal (e.g., MBOS, pay stub on the web, eLearn).

4.1.3 Promote the use of GovConnect for government-to-government (G2G) services.

4.1.4 Encourage reuse of existing e-Service delivery options by agencies (B2X).

Objective 2

4.2 By September 2014, increase the availability of integrated e-services in response to emergencies such as Super Storm Sandy through increased resiliency of existing e-Service Delivery infrastructure and utilization of Cloud-based solutions.

Strategies

4.2.1 Use integrated services for disaster preparedness/response and business continuity by increasing resiliency of eService Delivery, and implementing infrastructure across two data centers and leveraging external services.

4.2.2 Implement Cloud-based services based upon a long-term maturity and ROI model to improve the state's ability to respond to emergencies.

4.2.3 Encourage reuse of enterprise high-availability architecture for mission essential services.

4.2.4 Expand the integration of Government to Enterprise Services into the disaster recovery and Continuity of Operations (COOP) Plans by updating the OIT DR and COOP plans twice a year.

4.2.5 Implement a sustainable process for reviews, updates and dissemination of the DR and COOP plans.

V. INFORMATION SECURITY

In the face of many media reports of data breaches, State consumers of IT supported services want to be assured that their personal data is protected from unauthorized access and exploitation. OIT takes this requirement with the utmost seriousness, and has made significant investments in strengthening State cyber-security. Within the agency, the Statewide Office of Information Security is responsible for providing an Enterprise Security Framework that protects the confidentiality, integrity and availability of information assets, data, systems, services and networks owned by the taxpayers and other citizens of the State of New Jersey.

OIT Business Goal:

To provide security to protect State computing and telecommunications assets and improve responses to security incidents.

IT Goal

Protect information resources by defining and adopting an information security framework that ensures the confidentiality, integrity and availability of the State's information assets.

Success Factors:

The State's information assets will be secured.

Value created by obtaining this goal:

Those who transact business with the State will feel assured that the State has strong strategies and effective procedures for protecting the confidentiality of their information.

The desired outcomes and strategies that will be employed are outlined below.

Objective 1

5.1 Direct the State's information security program.

Strategies

5.1.1 Provide leadership, guidance and a reporting structure to manage and coordinate cyber-security related efforts daily.

5.1.2 Ensure security initiatives are part of strategic-planning efforts within the State of New Jersey.

5.1.3 Measure progress based on the security framework's maturity levels on a monthly basis.

Objective 2

- 5.2 The percentage of State employees completing the security awareness training will increase to 95 percent by July 2015, and visits to the State's one-stop cyber-security website will increase yearly.

Strategies

- 5.2.1 Improve the State's security awareness and training program, which will strengthen the State's security defenses.
- 5.2.2 Actively reach out to employees and citizens on how to protect their personal information and the State's information assets.
- 5.2.3 Disseminate security information and updates to organizations, their employees and citizens in order to improve the understanding of threats, vulnerabilities, and best practices to counter cyber-attack.

Objective 3

- 5.3 Agencies will collaborate and share security intelligence through the use of collaboration tools, committees, forums, conferences and meetings. Confidentially will be maintained.

Strategies

- 5.3.1 Strengthen collaboration, trust and information sharing across local, state, and federal government lines to improve interagency coordination.
- 5.3.2 Improve the collaboration between State government and the private sector by participation in several forums annually.

Objective 4

- 5.4 Demonstrate improved incident reporting and response, by tracking attacks and other incidents as they occur throughout State government and by meeting monthly cyber-incident targets.

Strategy

- 5.4.1 Identify responsibility and processes for reporting and responding to events and/or suspected information security incidents.

Objective 5

- 5.5 Continue to provide security controls to protect against threats and safeguard State information assets. These controls will be evaluated based on the security framework's system for determining maturity levels.

Strategies

- 5.5.1 Leverage commercial-off-the-shelf (COTS) solutions and State-generated tools to assist in providing the maximum-security controls.
- 5.5.2 Integrate security tools into the State's Security Information Event Management System (SIEM), providing an all-encompassing view of risks and threats.
- 5.5.3 Classify the State's information assets and define the appropriate security controls to ensure uniform protection.

Objective 6

- 5.6 All Executive Branch agencies will follow the statewide risk-management methodology to identify security risks, vulnerabilities and exploits. These will be measured by percentage of the number of risks identified, mitigated and corrected.

Strategy

- 5.6.1 Executive management will have access to risk remediation reports that provide a clear understanding of identified risks as they relate to information assets, allowing OIT to prioritize risks and mitigate and correct vulnerabilities.

Objective 7

- 5.7 Security events and incidents will be monitored and managed in real-time.

Strategies

- 5.7.1 Collect, analyze and report on all security events and threats daily that can have a direct impact on an organization or the State's business operations.
- 5.7.2 Improve the State's enterprise security intelligence model, and provide meaningful intelligence about known threats, attacks, compromises and malicious events.
- 5.7.3 Monitor and manage security events and incidents through the State's security intelligence system and other methods, and identify results by providing real-time dashboards and reports.

Objective 8

- 5.8 State information assets and agencies are in compliance with State, Federal and Industry regulations, as measured by the percentage of agencies who are certified as being compliant through use of the State's Cyber Security, COOP and DR assessment tool and scorecard.

Strategies

- 5.8.1 Assess federal and industry security requirements, and verify and measure the State of New Jersey's adherence to the requirements, laws, and statutory, regulatory, and/or contractual obligations.
- 5.8.2 Ensure security policies and standards, and best practices are followed by government agencies in the State of New Jersey.

VI. IT WORKFORCE MANAGEMENT

OIT recognizes that members of its workforce must be trained and empowered to play their crucial roles in ensuring New Jersey has the computing and telecommunications capability needed to serve all its citizens.

OIT Business Goal:

Ensuring the continuity of a knowledgeable IT workforce

IT Goal

Attract and retain a knowledgeable workforce by fostering a culture of creativity and learning that results in innovative solutions and better services for client agencies and taxpayers.

Success Factors:

The State will utilize a Resource Management Staffing Plan that includes the appropriate balance of skilled employees and contractors.

Value created by obtaining this goal:

OIT will have the appropriate skilled workforce to support the timely delivery of services.

The desired outcomes and strategies that will be employed are outlined below.

Objective 1

6.1 By June 2016, skilled staff resources will be in place to respond to projects and meet operational needs, as evidenced by a reduction in the backlog of service requests.

Strategies

6.1.1 Make available an online OIT workforce skills inventory.

6.1.2 Implement a staffing and skills needs methodology for new project intake.

6.1.3 Ensure that the State has enough trained personnel that the loss of one staff member would not put the capability and operations of a critical system at risk.

6.1.4 Implement a succession-planning program that ensures the transfer of knowledge and business continuity.

6.1.5 Collaborate with partners to develop creative ways to remove barriers to hiring, promoting and retaining staff.

6.1.6 Provide training for staff based upon skills required for operational needs.

Objective 2

- 6.2 By June 30, 2016, OIT and agencies always will collaborate closely when they allocate resources and schedule personnel for projects. To the greatest extent possible, the State's IT personnel and capability will be viewed as one resource – available for service on any project, regardless of which agencies, departments or units will derive a project's benefits.

Strategies

- 6.2.1 OIT will ask agencies to provide documentation that details the structure and operations of their IT organizations – including the roles played by and the skill sets of staff members.
- 6.2.2 Use business requirements to provide the right staffing when and where it is needed to improve performance, and reduce project costs.
- 6.2.3 Improve staffing decisions by providing all agencies with updated data on the availability of both staff and systems capability.
- 6.2.4 Integrate demand planning with hiring forecasts to generate better operating metrics and improve insight into how IT operations are performing.
- 6.2.5 Increase resource utilization by keeping the right resources on the right project and avoiding gaps in staffing.

Statewide IT Goals Matrix

OIT IT Goal	Statewide IT Goal	Business Goal
Goal 1 – Governance	Governance	<ul style="list-style-type: none"> Employ Collaborative Governance – OIT will work together with Executive Branch Agencies and other key stakeholders to ensure that the State’s IT assets are managed effectively and efficiently.
Goal 2 – Statewide Efficiencies	Statewide Efficiencies	<ul style="list-style-type: none"> Leverage existing resources across the Executive Branch (people & infrastructure).
Goal 3 – Enterprise Architecture	Enterprise Architecture	<ul style="list-style-type: none"> OIT will optimize IT investments by leveraging existing resources across the Executive Branch (People and Infrastructure).
Goal 4 – Integrated eService Delivery	E-Government	<ul style="list-style-type: none"> Maintain an integrated package of services that provides one-stop self-service for businesses and the public.
Goal 5 – Information Security	Information Security	<ul style="list-style-type: none"> Provide security for state business assets and improve responses to security incidents as they occur throughout the Executive Branch.
Goal 6 – Workforce Management	IT Workforce Management	<ul style="list-style-type: none"> Ensure a knowledgeable IT workforce.

Implementing and Executing the Plan

HOW WE WILL GET OUR MESSAGE OUT...

OIT has identified several target audiences and methodologies to share our new IT strategic plan. These audiences include the governor’s Cabinet members, OIT staff and the general public.

- **Communications Plan**

TASK	DATE	Target Audience	RESPONSIBILITY
Brief the Treasurer	January 2014	Treasury Sr. Staff	CIO, COO
Brief Executive Staff	March 2014	Cabinet	Treasurer
Brief Managers	June 2014	OIT Managers; Supervisors	COO
Brief CIO Council	June 2014	Agency CIOs	CIO
Post Strategic Plan to OIT Intranet	May 2014	OIT Staff	Creative Services Manager
OITNews E-Mail To OIT Staff	May 2014	OIT Staff	Chief of Staff/ Public Information Officer
OIT Intranet Articles Highlighting Our Progress on Implementing the Plan	Quarterly	OIT Staff	Chief of Staff/ Public Information Officer
Have Periodic Updates on the plan’s implementation as part of the OIT’s Manager’s meetings.	Quarterly	OIT Managers; Supervisors	Each Goal Champion

- **Execution Plan**

Strategic plan will be delivered (executed) as a component of the OIT toolbox on how OIT will approach technology initiatives upon release of the plan. It should be the near-term roadmap for how OIT and agencies will approach program efforts that add or improve services provided by technology teams across the state.

- **Monitoring Plan**

OIT will appoint goal champions empowered to oversee the implementation of the plan. Quarterly progress reports will be submitted to the Office of Policy and Planning and reviewed with the Executive Management Team. Any necessary changes to the plan will be documented and incorporated in future updates of the plan.

Agency Overview and Organization Chart

The New Jersey Office of Information Technology (OIT) is the central organization for the management and delivery of information technology services and telecommunications infrastructure for the State's Executive Branch.

In addition to its core responsibilities of data center operations, enterprise hosting, networking, enterprise data services, and telecommunications, OIT also provides integrated e-services, geographic information systems (GIS), and Internet development services. The organization maintains more than 600 mission-critical applications and production systems and works with State departments and agencies to find economical technology solutions to meet their business needs.

By taking a leadership role in providing common services that benefit all state departments and agencies, OIT constantly strives to improve services to New Jersey citizens and businesses to meet their ever-increasing demands for 24x7 e-government services.

Approximately 700 technologists, administrative and support staff form the backbone of OIT. The organization is divided into a number of business units that specialize in a particular aspect of information technology.

The organization has two core areas of responsibility – Technology Operations and Technology Governance and Strategic Planning. Staff members in Technology Operations ensure the continued delivery of production services and all of the tasks associated with day-to-day OIT operations. Those with responsibilities in Technology Governance and Strategic Planning handle technology outreach, statewide IT policy, planning and standards development, program management, enterprise security and other innovation and directional responsibilities.

AFFINITY GROUPS

To effectively and efficiently manage the IT needs of the State's Executive Branch, OIT established Affinity Groups that combine the technology efforts of two or more agencies. OIT has five Affinity Groups. Each is led by a Deputy Chief Technology Officer:

Administrative Services

Administrative Services combines the IT efforts of the Department of Treasury, Department of State, Civil Service Commission, Office of Administrative Law, and Casino Control Commission.

Business and Community

The Business and Community Affinity Group spans across the Department of Transportation, Department of Environmental Protection, Department of Community Affairs, Department of Banking and Insurance, Agriculture, and Board of Public Utilities.

Health and Social Services

Health and Social Services encompasses the Department of Human Services, Department of Children and Families, and the Department of Health.

Public Safety

Public Safety combines the efforts of Law & Public Safety, NJ State Police, Motor Vehicle Commission, Office of Homeland Security & Preparedness, Department of Corrections, Department of Military and Veterans Affairs, and the Parole Board.

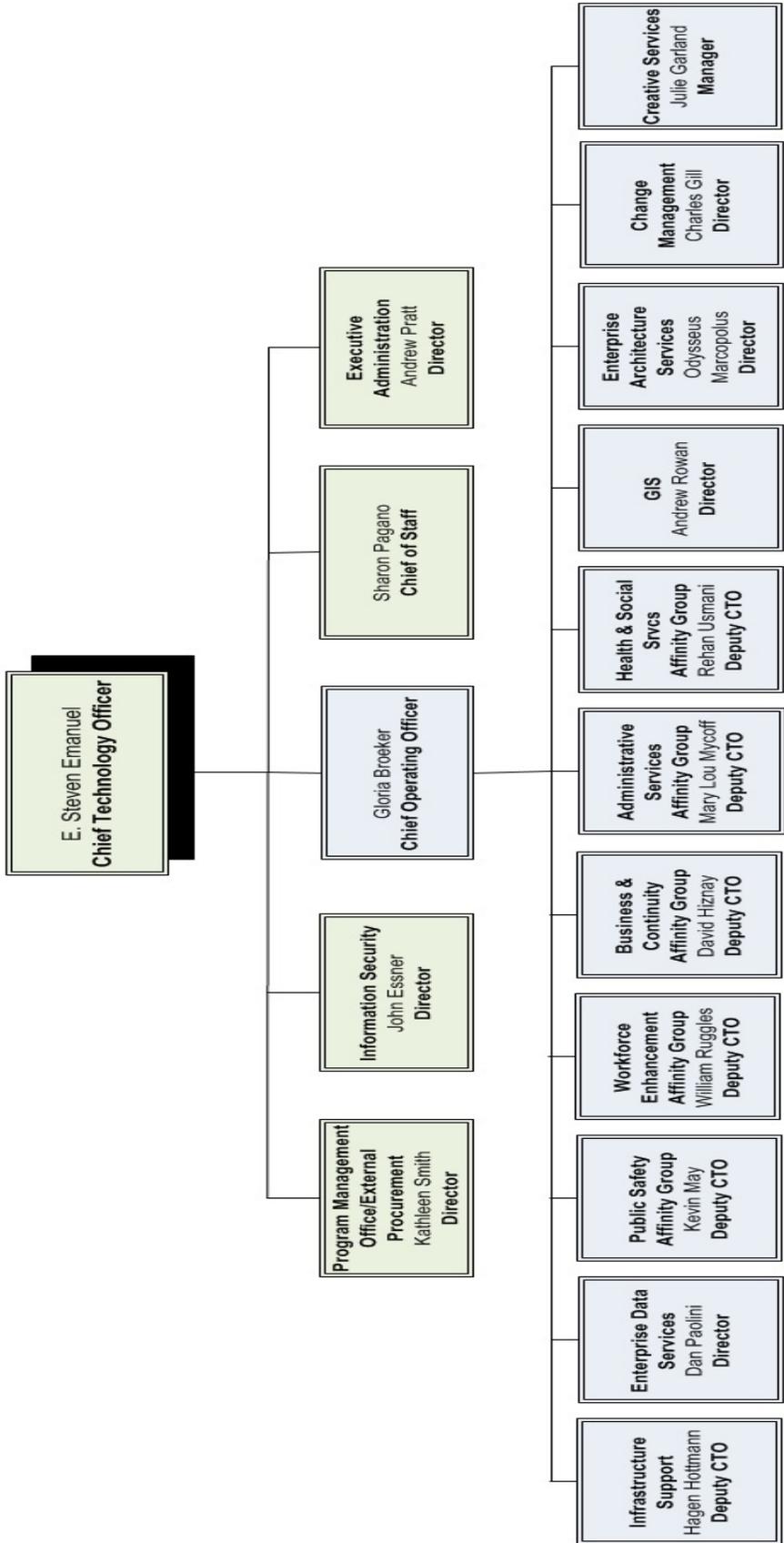
Workforce Enhancement

Workforce Enhancement covers The Department of Labor and Workforce Development and the Department of Education.

Proposed OIT Budget Summary by FY

Estimate	FY14	FY15	FY16
Salaries (Account 12)	\$64,000,000	\$65,000,000	\$66,000,000
Telecommunications (Account 31)	\$9,000,000	\$9,000,000	\$9,500,000
External Data Processing (Account 34)	\$37,000,000	\$40,000,000	\$43,000,000
Office Supplies, Office Equipment, and Logistic Support (Other Object Accounts)	\$2,000,000	\$2,000,000	\$2,300,000
TOTAL:	\$112,000,000	\$116,000,000	\$120,800,000

Office of Information Technology
Executive Management



Projects on the Horizon

PROPOSED INITIATIVE OVERVIEW (Funding Has Not Been Requested)			
Initiative Stage: (Choose one):			
<input checked="" type="checkbox"/> Concept	<input type="checkbox"/> Requirements	<input type="checkbox"/> Planning	<input type="checkbox"/> Design
Initiative Title: Augment Help Desk Services			
Initiative Objective: (What is the business problem or issue being addressed?)			
Improve help desk capabilities by leveraging a service provider to address common inquiries, such as support for printing, MS Office, Enterprise Messaging and self-service password resets.			
Estimated Start Date:	2014	Estimated Cost:	\$3,000,000 Annually (\$10/user*25,000)
Please provide the affect this initiative will have on the Statewide shared infrastructure.			
Check all that apply:			
<input type="checkbox"/> Network	<input type="checkbox"/> Server	<input type="checkbox"/> Storage	<input type="checkbox"/> Telephony <input checked="" type="checkbox"/> Other
Explain below if "Other" is selected.			
There may be a potential network impact if the service is delivered via the Internet.			

PROPOSED INITIATIVE OVERVIEW (Funding Has Not Been Requested)			
Initiative Stage: (Choose one):			
<input checked="" type="checkbox"/> Concept	<input type="checkbox"/> Requirements	<input type="checkbox"/> Planning	<input type="checkbox"/> Design
Initiative Title: IBM Mainframe Refresh			
Initiative Objective: (What is the business problem or issue being addressed?)			
The IBM mainframe is more than 6 years old and will require a refresh to continue support for the significant portfolio of applications that reside on the environment.			
Estimated Start Date:	2014	Estimated Cost:	\$11,000,000
Please provide the affect this initiative will have on the Statewide shared infrastructure.			
Check all that apply:			
<input checked="" type="checkbox"/> Network	<input type="checkbox"/> Server	<input type="checkbox"/> Storage	<input type="checkbox"/> Telephony <input type="checkbox"/> Other
Explain below if "Other" is selected.			
**Funding request was included in FY2014, however, no commitment of funds has been provided.			

PROPOSED INITIATIVE OVERVIEW (Funding Has Not Been Requested)			
Initiative Stage: (Choose one):			
<input type="checkbox"/> Concept	<input type="checkbox"/> Requirements	<input checked="" type="checkbox"/> Planning	<input type="checkbox"/> Design
Initiative Title: Statewide Aerial Imagery Acquisition Program			
Initiative Objective: (What is the business problem or issue being addressed?)			
Aerial imagery provides the basis from which numerous layers of geospatial data are created and updated and is used in a variety of mission-critical systems.			
Estimated Start Date:	2015	Estimated Cost:	\$200,000/year
Please provide the affect this initiative will have on the Statewide shared infrastructure.			
Check all that apply:			
<input type="checkbox"/> Network	<input type="checkbox"/> Server	<input type="checkbox"/> Storage	<input checked="" type="checkbox"/> Other
Explain below if "Other" is selected.			
The program will create data assets that are used in a variety of systems			

PROPOSED INITIATIVE OVERVIEW (Funding Has Not Been Requested)			
Initiative Stage: (Choose one):			
<input type="checkbox"/> Concept	<input checked="" type="checkbox"/> Requirements	<input type="checkbox"/> Planning	<input type="checkbox"/> Design
Initiative Title: GIS Portal Redesign			
Initiative Objective: (What is the business problem or issue being addressed?)			
The web portal that provides access to GIS data, including a comprehensive metadata catalog, is in need of refresh to add functionality and migrate off of legacy software.			
Estimated Start Date:	2014	Estimated Cost:	\$50,000
Please provide the affect this initiative will have on the Statewide shared infrastructure.			
Check all that apply:			
<input type="checkbox"/> Network	<input type="checkbox"/> Server	<input type="checkbox"/> Storage	<input checked="" type="checkbox"/> Other
Explain below if "Other" is selected.			
Update of existing software system.			

PROPOSED INITIATIVE OVERVIEW (Funding Has Not Been Requested)			
Initiative Stage: (Choose one):			
<input type="checkbox"/> Concept	<input checked="" type="checkbox"/> Requirements	<input type="checkbox"/> Planning	<input type="checkbox"/> Design
Initiative Title: The Next Generation Timekeeping			
Initiative Objective: (What is the business problem or issue being addressed?)			
The State seeks a timekeeping solution to support timekeeping for the majority of employees, with a possible option for scheduling, to replace the current use of eCATS and TALRS. The desired solution needs to address reasons and exceptions to labor utilization by using appropriate codes.			
Estimated Start Date:	1/28/2013	Estimated Cost:	\$147,106.85 RFP Development Only \$2M annually
Please provide the affect this initiative will have on the Statewide shared infrastructure.			
Check all that apply:			
<input type="checkbox"/> Network	<input type="checkbox"/> Server	<input type="checkbox"/> Storage	<input type="checkbox"/> Telephony <input checked="" type="checkbox"/> Other
Explain below if "Other" is selected.			
Please note the estimated cost addresses on costs needed to complete the RFP, once awarded, to the actual implementation will be a larger project, requiring additional planning, resources, documentation, etc.			

PROPOSED INITIATIVE OVERVIEW (Funding Has Not Been Requested)			
Initiative Stage: (Choose one):			
<input checked="" type="checkbox"/> Concept	<input type="checkbox"/> Requirements	<input type="checkbox"/> Planning	<input type="checkbox"/> Design
Initiative Title: PMO Toolset			
Initiative Objective: (What is the business problem or issue being addressed?)			
Provide a centrally managed and administered system for project management.			
Estimated Start Date:	2014	Estimated Cost:	\$1,500,000 in Year 1 and \$500,000 annually, for administration and reporting.
Please provide the affect this initiative will have on the Statewide shared infrastructure.			
Check all that apply:			
<input type="checkbox"/> Network	<input type="checkbox"/> Server	<input type="checkbox"/> Storage	<input type="checkbox"/> Telephony <input checked="" type="checkbox"/> Other
Explain below if "Other" is selected.			
There may be a potential network impact if the service is delivered via the Internet. Additionally, statewide use will drive common practice across program and project efforts making outcomes more predictable.			

PROPOSED INITIATIVE OVERVIEW (Funding Has Not Been Requested)			
Initiative Stage: (Choose one):			
<input type="checkbox"/> Concept	<input type="checkbox"/> Requirements	<input type="checkbox"/> Planning	<input type="checkbox"/> Design
Initiative Title: Next Generation 9-1-1			
Initiative Objective: (What is the business problem or issue being addressed?)			
Develop Next Generation 9-1-1 strategy and coordinate the implementation.			
Estimated Start Date:	FY2014	Estimated Cost:	\$300,000 (Develop RFP)
Please provide the affect this initiative will have on the Statewide shared infrastructure.			
Check all that apply:			
<input checked="" type="checkbox"/> Network	<input type="checkbox"/> Server	<input type="checkbox"/> Storage	<input checked="" type="checkbox"/> Telephony <input type="checkbox"/> Other
Explain below if "Other" is selected.			

Prior Accomplishments

AGENCY PARTNERSHIPS & COLLABORATION WIN NATIONAL AWARDS

Through collaboration and partnerships, several agencies received prestigious National awards during 2012 from:

- The Center for Digital Government

Two initiatives designed to make it easier to do business in New Jersey won awards from the Center for Digital Government. The Motor Vehicle Commission's Temp Tag program lets auto dealers request and print temporary tags on demand, allowing greater convenience for dealers and, at the same time, reduce fraud and increase accountability. The Division of Revenue's Uniform Commercial Code Application makes it easier for all types of businesses to file required documentation. Both programs won Digital Government Achievement Awards in the Government to Business category. OIT, working with a key vendor, provided crucial support to these initiatives.

- National Immigration & U.S. Immigration and Customs Enforcement

The quality and degree of agency partnership and collaboration were recently exemplified by an award granted jointly to the OIT and NJ State Police staff.

A team of OIT staff developed an automated notification function which is triggered by a Criminal Justice Information System CJIS/Computerized Criminal History (CCH) flag file. As a result, ICE is notified when previously deported individuals re-enter the country and are subsequently arrested. The speed and accuracy of the collaboration has enabled ICE personnel to make countless apprehensions of certain repeat offenders. Additionally, any Law Enforcement Agency may request this notification service. The award recognizes not only the diligence of the NJSP in verifying the identity of offenders, but also the value of an automated notification process. Two State employees, one a Sergeant from the New Jersey State Police, and a manager within the Office of Information Technology, received the national U.S. Immigration and Customs Enforcement (ICE) award for fostering an exceptional law enforcement partnership.

- The Public Technology Institute

The Director of OIT's Office of GIS, was presented with the Public Technology Institute's "GIS" Vision Award." The award was given in recognition of cross-jurisdictional collaboration and information sharing in the preparation and response phases of Superstorm Sandy, and was presented jointly to Geospatial Information Officer for the State of New York; Geospatial Information Officer for FEMA, the Assistant Commissioner of New York City Office of Emergency Management and the former Regional Information Exchange Broker for U.S. Department of Homeland Security.

CIO COLLABORATION COUNCIL

Establishment of the CIO Collaboration Council—a forum where agency IT leaders and OIT personnel discuss what they need now and will require in the future to meet their missions and objectives. The Council identified both agency-specific needs and system-wide opportunities to provide higher-level technology services and delivery for all.

OIT RE-ALIGNMENT

OIT was realigned to create a distinct separation of its dual missions. Day-to-day oversight and management are now managed separately from governance, strategic planning and general administration. The Office of the Chief Operating Officer (COO) was created to lead the delivery of production services and the services of the affinity groups.

The Office of the Chief Information Officer (CIO) has direct responsibility for statewide technology governance and strategic planning. This Office is responsible for technology outreach, statewide IT policies, planning and standards development, the enterprise project management office, and enterprise security.

With the creation of these two “towers of excellence,” enterprise IT governance and strategic direction are no longer directly dependent on OIT’s operational challenges. This forges a new relationship model between OIT and IT delivery groups in all Executive Branch agencies to ensure that decisions and priorities are developed through collaborative synergies and service the Administration’s core mission objectives.

PROGRAM MANAGEMENT OFFICE/EXTERNAL PROCUREMENT UNIT — STREAMLINING IT PURCHASES

OIT’s Program Management Office/External Procurement Unit (PMO) continues to be revitalized to an enterprise level that will improve processes and streamline the statutorily mandated review of all state IT technology implementation, and associated procurements. The PMO improved the IT review process by extending the access of the internal tracking system to each agency and department. This enables a more transparent process, as well as improves the review by each responsible organization.

LOCAL GOVERNMENT PARTNERSHIPS

Fostered relationships with local government so that town, school and county officials could understand how OIT’s operations work and take better advantage of opportunities to benefit from working with OIT.

CYBER SECURITY STRATEGY PLAN AND SECURITY FRAMEWORK

The Statewide Information Security Office within OIT expanded its information security program over the past two years using industry, federal, and state resources as guides. The program is in the early stages of implementing a Cyber Security Strategy Plan and Security Framework based on International Organization for Standardization (ISO) 27002, and the National Institute of Standards and Technology’s (NIST) Special Publication 800-53, Recommended Security

Controls for Federal Information Systems. Additional security guidelines are obtained and applied from various statutes such as the State's Identity Theft Act and the Federal Information Security Management Act (FISMA).

OIT's Office of Information Security and the Office of Homeland Security and Preparedness updates the Cyber Security Strategy Plan and Security Framework quarterly. Members of the State's cyber-security committee, with representation from all agencies, review and provide comments semi-annually.

With the implementation of the Cyber Security Strategy Plan and Security Framework, the State of New Jersey has made great strides identifying security controls necessary to protect the State, minimize security threats and reduce the risk.

DATA CENTER INFRASTRUCTURE UPGRADE

Power distribution units at the State's primary data center, the HUB, were upgraded as part of a multi-year facility improvement plan. The upgrade nearly doubled electrical circuit capacity in the HUB and enabled the utilization of additional IT equipment at the data center. While the effort was coordinated by OIT, its success was a result of a collaborative effort among numerous agencies and department IT resources, including Treasury's Department of Property Management and Construction. In addition, investments in Building 15 ensure a more reliable electric and cooling infrastructure to sustain operations for a large number of enterprise and agency applications.

CONSOLIDATION—NETWORK CONTROL CENTER

OIT entered into a shared services agreement with the New Jersey State Police to provide 24-hour, seven-day-week help desk support at the Network Control Center. Before this initiative, support to State Police was limited to regular business hours.

The agreement calls for OIT to monitor and troubleshoot network and application problems, monitor the Garden State Network, and serve as liaison between the State Police, the on-call support team, and vendors involved in call resolution.

The transition of help desk duties to OIT has allowed the State Police to reassign resources to more vital public safety needs. With the addition of the State Police to the Network Control Center (NCC), OIT now supports 16 departments and 21 agencies.

Separately, the Department of Health has started to use the NCC help desk after the realignment of the agency's in-house help desk staff.

MOBILE DATA MANAGEMENT (MDM)

OIT implemented a device management solution, in conjunction with the agency mobility program, to ensure proper data and device control. The MDM system is based on Cloud technology through a "Software as a Service" (SaaS) subscription. The selected solution is device agnostic and provides the State with almost immediate capability for Apple devices (iPhones/iPads) as well as a myriad of Android devices. Additionally, due to the SaaS service,

the State is positioned to react quickly to new releases of tablets and smartphones built using the various types of operating systems.

Additionally, OIT developed a policy and user agreement to ensure that users of the State network understand the risks and responsibilities inherent with mobile device usage.

NATIONAL LEVEL EXERCISE

During the summer of 2012, OIT participated in a National Level Exercise (NLE) where the focus of preparedness shifted from terrorism and natural disasters to cyber-threats. Organized by Homeland Security and the Federal Emergency Management Agency (FEMA), the NLE tested the ability of government and law enforcement agencies to respond should a cyber-attack disrupt communications and mission-critical systems.

As a result of the exercise and the work of the OIT security team, OIT's support will become an essential addition to the Regional Operations Intelligence Center (ROIC). Both the Office of Homeland Security and Preparedness and the New Jersey State Police recognize that cyber-terrorism prevention and management are crucial to any State security or disaster plan. It was recommended that a "cyber desk" be installed at the ROIC as part of an emergency response plan.

CYBER SECURITY EMPLOYEE TRAINING

OIT's information security office provided state employees with training regarding their role in preventing negative cyber events. The training session, SANS: Securing the Human, was administered via the State's online training program eLearning. The online class was designed to provide employees with fundamental information on cyber-security best practices such as how to protect personal and confidential information, prevent security breaches, and use computer tools for protection and first-line defenses.

Securing the Human training was followed up with a detailed IT Circular that reinforced security obligations for each employee and highlighted references to additional information on awareness and prevention.

LAND MOBILE RADIO SYSTEM (P-25 to Production)

OIT has been involved with Project 25, an international effort to make it easier for emergency personnel to talk to each other and share data. As part of this effort, New Jersey's 700 MHz, Project 25 (P-25) Trunked Radio System is now in production. This communication system architecture is the next step in interoperable public safety radio operations and is being introduced nationwide.

The inclusion of Automatic Vehicle Location capabilities in this system is providing the Department of Transportation a needed technology to manage its mobile resources, especially during weather events.

Additionally, OIT provided support to the website for Project 25.

SUPPORTING AGENCY AND ENTERPRISE APPLICATIONS & IT SYSTEMS

Over the last year, OIT has made significant inroads in developing and implementing enterprise-wide systems. The agency will continue to support an application framework that meets a common set of standards across various agency responsibilities while developing or delivering specific applications that align to the enterprise model and meet unique business requirements.

The following are highlights of OIT's accomplishments:

CROSS-AGENCY CONVICT RECIDIVISM DATA MART

In support of the Governor's recidivism reduction initiative for convicted criminals, OIT is developing a cross-agency recidivism data mart. This effort will enable New Jersey's re-entry and rehabilitation programs to work collaboratively and adjust their operations based on results. The data mart will help ensure that effective programs are expanded to serve as many individuals as possible.

The Governor's Office, State Parole Board, Department of Corrections, Juvenile Justice Commission, Department of Law and Public Safety, and OIT are collaborating on the program. The goals are to improve public safety by discouraging crime and save the State money by reducing the need to incarcerate inmates. The estimated cost of imprisoning just one adult is \$40,000 a year.

MOTOR VEHICLE COMMISSION'S ENHANCED DIGITAL DRIVER LICENSE (EDDL) & SKIP THE TRIP

Building upon the Administration's efforts to boost security and public safety, the Motor Vehicle Commission (MVC) unveiled the Enhanced Digital Driver License (EDDL)-the next generation of personal identification. The new license format was fully implemented in all 39 MVC facilities with critical support from OIT staff. The new license, while similar in appearance to the old one, has more than 25 covert and overt security features designed to reduce fraud and abuse. The project required an equipment refresh at the facilities, an updated user interface, and an upgrade to the underlying foundation technology.

The license project started in May 2011, and entered its second phase in February 2012. Phase two introduced facial recognition technology that required OIT to develop a data integration application. This application maximized the value of the new feature for local and national law enforcement.

Additionally, OIT collaborated with MVC on the Skip the Trip program for mail-in license renewal available to license holders born on or before December 1, 1964. The program will make it easier for the public to renew licenses and will aid MVC in better managing the flow of customers by pushing in-person renewals out by four years.

TELEMEDICINE INITIATIVE TO REDUCE COSTS OF HEALTH CARE SERVICES

A telemedicine initiative between OIT, Department of Corrections (DOC), the State Parole Board, and the University of Medicine and Dentistry (UMDNJ) has reduced health care costs

and improved delivery of care for the 25,000 inmates in New Jersey prisons. The initiative will result in substantial savings by reducing the costs and safety concerns for transporting inmates to emergency rooms, specialty clinics and doctors' offices. It is expected to reduce specialty clinic transports by 10 % and to speed up the time from referral to physician appointment. An additional 5% reduction in ancillary medical and emergency service is expected by connecting an Emergency Room physician directly with the inmate/patient prior to transport. Other benefits include sharing expanding access to care, improving the quality of care, streamlining data and record keeping, promoting the use of remote monitoring devices, advancing the development of emerging technologies for diagnosis and treatment, achieving more unified medical records, and easy access to direct and clear communications with medical specialists.

Key advancements were made during 2011-12 when DOC video equipment was migrated from legacy ISDN to IP-based, and DOC opened a permanent, on-campus telemedicine studio. Enhancements to the DOC's network connections were necessary to support video and audio. These enhancements included the purchase and installation of routers that supported MPLS forwarding and was needed to provide quality of service for the video traffic. The routers also are shared with the State Parole Board for all network traffic from the sites shared by the two agencies, further reducing initial and maintenance costs. With OIT's carrier grade network in place, the DOC and SPB also realized increased efficiency, reliability, and greater "up time" for their systems.

DEPARTMENT OF TRANSPORTATION APPLICATION UPGRADE

As part of its ongoing effort to eliminate obsolete technologies, OIT expanded the highway construction management software, Trns-port, at the Department of Transportation. The upgrade added capacity for construction and materials tracking. The entire suite now handles a project from the point of estimation, to advertising and bid award, to physical construction. This module enabled the State to retire outdated code applications on the mainframe and personal computer applications.

EMPLOYEE DEVELOPMENT AND SKILLS ASSESSMENT

OIT completed the first round of resource modeling to identify near-term staffing changes. This information, combined with an assessment of skills and support gaps, created the baseline for a training plan that will focus on the skills necessary to support systems that remain a core competency obligation for OIT. To maximize training fund allocation, OIT will rely on classroom training while simultaneously targeting training opportunities for more complex skills.

Emerging and Innovative Use of Existing Technologies

An important part of IT governance is to evaluate technologies, in order to determine if improvements can be made to technologies currently in use and to identify emerging technologies that might provide promise for facilitating business objectives.

The following is a list of new, emerging or innovative use of technologies that OIT is researching for potential implementation and in some instances where a solution has been implemented.

CLOUD COMPUTING

Cloud Computing, the computing capability housed on the Internet rather than on local system computers, will continue to be an integral component of core delivery mechanisms as the State's return on investment for leveraging Cloud services remains positive.

The state's "private Cloud" that is hosted in the HUB and River Road data center will grow; however, as the security and capability of services offered on the public Cloud mature, the State will look for opportunities to continue the transition to this innovative and efficient system for buying and upgrading computer capability and services.

GARDEN STATE NETWORK COMPLETION (ATM Conversion)

The State of New Jersey continues to reduce its data dependency on commercial carrier circuits by leveraging state-owned fiber assets. Executive Branch agencies serviced by an Enterprise Network are transitioning from legacy technologies such as Sonet, ATM and Frame-Relay to State-owned fiber assets. The major objectives of the transition are to standardize on a common architecture, decrease recurring commercial carrier charges and provide increased quality of service support for IP services for voice, data, and video.

ENTERPRISE MESSAGING UPDATE

A comprehensive review of various messaging platforms was conducted to identify a solution that will meet the needs of the State and provide a significant cost savings compared to what is in place today. OIT completed the architecture and design to support a statewide convergence of messaging systems.

The solution will align with long-term Cloud-based offerings and deliver an efficient, comprehensive and scalable solution that will meet the State's enterprise-wide messaging needs.

SOFTWARE AS A SERVICE ONLINE

OIT's Office of Geographic Information Systems (GIS) is exploring the use of an online Software-as-a-Service (SaaS) offering for GIS. The goal is to take maximum advantage of the new technology to enable agency personnel to craft and publish online maps more easily while

maintaining the well-governed data stewardship and data management practices that have been established among state agencies that use GIS.

AUGMENT HELP DESK SERVICES

OIT is researching the improvement of help desk capabilities by leveraging a service provider to address common inquiries such as support for printing, common desktop software, and self-service password resets. A separate initiative will be pursued for the ongoing support of the Enterprise Messaging hybrid implementation.

MODERNIZING THE GARDEN STATE NETWORK

In recent years, OIT modernized the Garden State Network by creating a carrier grade Multiprotocol Label Switching (MPLS) network over State owned dark fiber that allows for the class of service needed to deploy video and audio applications. The Department of Corrections (DOC) and the University of Medicine and Dentistry (UMDNJ) are already leveraging the State's Next Generation Network to converge voice, network, and real-time video with a quality of service that meets medical requirements.

Enterprise Recommendations

This section of our plan identifies initiatives that will impact and benefit the Enterprise.

AGENCY CONTINUITY OF OPERATIONS PLAN (COOP)

OIT is working with Executive Branch agencies to align their Continuity of Operations Plans with OIT's disaster recovery plan. A COOP details all the activities, plans and procedures an agency must have to ensure that essential services are provided to the State's citizens and businesses during emergencies. Since most services are technology based, OIT and the agencies must work together to identify which applications or technology are essential to providing services in the event of a natural or man-made disaster. This activity is aligned to the development of a combined Continuity of Operations/Disaster Recovery strategic plan for the whole state that OIT expects to complete in 2013.

PROJECT PORTFOLIO MANAGEMENT

Delivering solutions on an enterprise level requires proactive project management that has a formalized solution documentation at the core. OIT will strengthen agency commitment to establishing and maintaining a single project repository (portfolio) of the State's technology initiatives. Once the information is collected from available sources, this portfolio will assist in preventing unnecessary solution duplication across the enterprise. After the completion of each project, the portfolio will be instrumental in capturing data on upgrades and for troubleshooting production issues. It is expected that this process will lower costs and decrease outage time when problems occur.

GIS DATABASE OF ROADS & STATEWIDE AERIAL IMAGERY

OIT's Office of Geographic Information Systems (GIS) completed a multi-year initiative, jointly with the Department of Transportation (DOT) and numerous other state and local stakeholders, to convert the existing database into a comprehensive GIS database of roads and other geographic information that is suitable for nearly all users. An ongoing program has been established in which state, county, and municipal government will contribute updates and corrections to a centrally hosted database that will be distributed to all users.

STATEWIDE TIMEKEEPING INITIATIVE

OIT is leading the effort, with the Office of Management and Budget, and the Civil Service Commission to develop an RFP from which to solicit a software as a service (SaaS) solution for tracking time, leave and cost accounting.

SUPERSTORM SANDY DATA WAREHOUSE

OIT is working with all agencies, the Office of the State Comptroller and the Governor's Office of Recovery and Rebuilding to develop a central database environment for all grant tracking activity.

Inter-Agency Governance Committees and Councils

The Office of Information Technology leads or participates in the following committees and councils:

- Criminal Justice Information System (CJIS) Advisory Policy Committee
- Data Governance Executive Committee (statewide)
- Enterprise Data Stewardship Council (statewide)
- Domain Data Stewardship Committees as necessary (specific to subject area or master data domain)
- SAGE Steering Committee (Grants Management System)
- Statewide Public Safety Communications Commission
- Statewide Public Safety Communications Advisory Council
- The New Jersey Geospatial Forum
- Network Planning Committee
- Project Management Users Group (PMUG)
- Data Center Use Committee
- Enterprise Architecture Committee
- Cyber Security Threat Mitigation Committee (CSTMC)
- Cyber Fusion Cell multi-disciplinary Trusted Partnership

OIT IT Strategic Planning Committee

Gary Alpert - Director, Financial Management

Gloria Broeker – Chief Operating Officer

Elizabeth Caldwell – Manager, Policy & Planning

John Essner – Statewide Chief Information Security Officer

Barbara Fuller – Workshop Facilitator

Charles Gill – Director, Change Management

Dave Hiznay – Deputy CTO, Business and Community

Hagen Hottmann - Deputy CTO, Infrastructure Support Services

Odysseus Marcolpus - Director, Architecture, Standards & Enterprise Technologies

Kevin May - Deputy CTO, Public Safety

Mary Lou Mycoff - Deputy CTO, Administrative Services

Sharon Pagano – Chief of Staff

Daniel Paolini - Director, Division of Enterprise Data Services

Andrew Pratt - Director of Executive Administration

Craig Reiner – Director of Emergency Telecommunications

Andrew Rowan – Director, Office of GIS

Kathleen Smith – Director, Program Management Office

Sharon Southard – Researcher

Dave Surro – Director, Network Services