

# The State of New Jersey 2008 - 2010 IT Strategic Plan



## Ideas To Reality

Transforming How Government Services Are Delivered to You



# State of New Jersey IT Strategic Plan

## Table of Contents

A Letter From Our Leadership.....	2
Executive Summary .....	4
Vision .....	8
Critical Success Factors .....	9
Meeting the Governor’s Priorities .....	10
IT Goals .....	16
Goal 1: Governance .....	17
Goal 2: Statewide Efficiencies .....	20
Goal 3: Enterprise Architecture .....	25
Goal 4: E-Government .....	28
Goal 5: Security .....	31
Goal 6: IT Workforce Management .....	34
Appendix A: IT Assessment Summary .....	37





## Ideas to Reality

### Message from the Chief Technology Officer

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Recognizing the necessity for increasing efficiencies, improving services, reducing costs and keeping pace with modern technology, New Jersey is in the process of implementing sweeping reforms to enhance its use of information technology (IT).

**“Together, we are fostering an environment that facilitates the sharing and maximization of limited resources, joint planning, and the implementation of comprehensive statewide policies and procedures while improving our IT service offerings.”**

Increasing overall efficiencies begins with improving the Information Technology Strategic Planning process. To do so, we have joined with all State agencies to determine a course of action that best addresses the current and future needs of New Jersey taxpayers. This renewed spirit of collaboration and cooperation is a driving force behind a more unified State IT community.

Together, we are fostering an environment that facilitates the sharing and maximization of limited resources, joint planning, and the implementation of comprehensive statewide policies and procedures while improving our IT service offerings. We continue to challenge ourselves to modernize and exploit advancements in the rapidly changing world of IT, particularly e-Government capabilities, for the benefit of those living or doing business in New Jersey.

Past isolation of agencies is being transformed into a culture of shared goals. We are already taking action to leverage IT infrastructure investments, including data center consolidation and more efficient management of our facilities. We will provide the best management and monitoring tools for our IT infrastructure, which will incorporate state-of-the-art security while, at the same time, reduce our reliance on manual processes. We are excited about a future New Jersey powered by the intelligent and efficient application of information technology.



### Message from the Chief Technology Officer *continued*

With an eye towards the future, we are currently:

- Embracing a new outlook on application development. An emphasis is being placed on multiple-agency solutions and systems integration rather than customized application development. This is the “build once, use many times” approach.
- Investing in the career development of our staff. This will be supported with an improved management structure, re-tooled recruitment and succession planning processes, and the increased availability of training in technology and management skills.
- Focusing on product standardization and utility IT services. This will in turn increase our ability to leverage volume purchasing to negotiate for the best possible terms for IT contracting, licensing, and procurement.
- Expanding and enhancing a robust and secure network with modern security policies and procedures.
- Developing a dynamic Enterprise Architecture program that addresses evolving agency needs, and provides a protocol for rapidly introducing and integrating new technologies into the Enterprise.
- Implementing the statewide disaster recovery facility, OIT Application Recovery Site (OARS), that will provide redundancy for the State’s critical infrastructure and major system components.

**“An emphasis is being placed on multiple-agency solutions and systems integration rather than customized application development.”**

In the following State of New Jersey IT Strategic Plan you will learn of a number of initiatives that will deliver value and quantifiable results to those living and working in New Jersey. But this is not a solitary venture; we are depending on the State’s IT community, both public and private, to work closely with us and embrace our vision. We encourage your involvement and participation as we move our *Ideas to Reality*.

A handwritten signature in black ink, appearing to read "Adel W. Ebn-J".



## **INTRODUCTION**

Technology is an ever-evolving field where expectations run high and advances are made at an extremely rapid pace. And, over the years, the State of New Jersey has expended a great deal of resources to incorporate much of these advances into its operations in

**“...the State could dramatically improve its use of technology and leverage its substantial buying power to drive cost savings as well as efficiencies in service delivery.”**

order to better support state government and deliver the kinds of services our taxpayers have come to expect and demand. To gain a better understanding of how the State has invested in technology, particularly information technology (IT), a high-level analysis of IT across the Executive Branch was conducted in early 2006. Known as the IT Assessment (Appendix A), the analysis was a comprehensive survey of the State’s IT applications, equipment, procurements, and staffing levels.

The Assessment noted that many departments or agencies were successful in using IT to achieve individual goals, but little progress was made in efficiently managing IT spending statewide. In effect, the State’s IT spending habits were “silo” rather than “enterprise” in nature.

And, although progress was being made towards systems interoperability, more needed to be done to promote an enterprise business model. It became apparent that the State could dramatically improve its use of technology and leverage its substantial buying power to drive cost savings as well as efficiencies in service delivery.

Under the auspices of Governor Jon Corzine, the State also established a Government Efficiency and Reform (G.E.A.R) Commission to evaluate the budget, structure, and organization of state government. In July 2006, the Commission published a report that underscored the findings of the IT Assessment and recommended methods to achieve IT operational and service delivery efficiencies.

By November 2006, Governor Corzine signed Executive Order (EO) #42 which gave NJOIT broader authority over the State’s IT operations. The EO mandated a new governance model and the consolidation of IT services statewide. This direction was later supported and formalized with the signing of bill S-45/A-12 into law as P.L. 2007, C56.



**THE FUTURE OF IT & KEY BENEFITS**

NJOIT is now positioned to take on a leadership role in all areas of IT for the State. Working with the agencies, NJOIT will seek to corral spending and leverage buying power to achieve cost savings; focus the IT community onto building and delivering solutions once, for use by many; and promote interoperability through consistency in platforms, products, and services. Collectively, this will raise the bar on IT expectation and bring enduring benefits to New Jersey citizens, businesses, and visitors.

By building upon a foundation of a much more robust and detailed strategic planning process, we will achieve greater efficiencies. NJOIT will empower the IT workforce with new technologies, seek efficient training opportunities, adopt a strong and timely recruitment process, and develop proper succession planning.

The State’s IT community will embrace a culture where collaboration and modernization will reduce the gap between an agency’s individual needs and the overall technology needs for the State.

**“...collaboration and modernization will reduce the gap between an agency’s individual needs and the overall technology needs for the State.”**

**WHERE DOES INFORMATION TECHNOLOGY FIT?**

Through an Enterprise Architecture program, the State will place an emphasis on aligning IT to business strategies to ensure that the delivery of products and services directly meet needs without unwarranted duplication. Furthermore, ongoing technology investments will support enterprise-wide platforms for e-mail, spam filtering, Internet access management, portal services, and credit card gateways.

In keeping with this goal, the IT community will embrace standards and policies that facilitate the expansion of existing applications and infrastructure to serve multiple rather than individual agencies. Duplicative development of new systems and silo applications will decrease. Also, the development and adherence to standard “total cost of ownership” and “return on investment” models will become integral elements to IT planning.



Statewide efficiencies will be achieved by prioritizing integration initiatives and IT projects; and, we will create common platforms for integrated data access and migration. An internal system of checks and balances will ensure that major IT projects

will go through conceptual, logical, and physical architectural reviews; certain projects will have additional oversight by the Interim Project Review Board. This will be done without unnecessarily impeding the agencies ability to conduct business and service clients.

**“...we will achieve efficiencies in such areas as records management, imaging technologies, emerging technologies, and procurements.”**

We will also leverage our existing resources through redeployment and consolidation to maximize use of existing IT infrastructure and services. Efforts are currently underway to complete a statewide infrastructure consolidation including file and print servers and storage. In another area of statewide efficiencies, the State will establish a common core set of data or “single version of the truth” that can be shared among all levels of government where applicable.

By sharing a common set of goals and merging services across the Enterprise, we will achieve efficiencies in such areas as records management, imaging technologies, emerging technologies, and procurements. Such efficiencies will be passed on to the State’s taxpayers in the form of reduced government costs and better services.



## MOVING IDEAS TO REALITY

As we move our ideas to reality, IT will help build an environment where residents and businesses can thrive. E-Government will provide quick one-stop access to information and services, and well-integrated systems will link communities with government at all levels. Whether the issue is personal security, homeland security, health, education, or economic growth, the State IT community is committed to fulfilling the promise of dependable, secure access to State information and services.

**“E-Government will provide quick one-stop access to information and services and well-integrated systems will link communities with government at all levels.”**

## WHAT BENEFITS CAN WE EXPECT?

Simply stated, we can expect both reduced costs and improved service delivery.

More informed decisions will yield more efficient and effective services, both in the near- and long-term. In our communities, we can expect sustainable development that is more responsive to our needs and has deeper connections with the world at large. In our homes, we can expect more convenient interaction with businesses and government. Our lives will be changed for the better, and New Jersey will look forward to a brighter future.

Wise IT investments will reap a strong return for our State government in the years to come. To this end, this Information Technology Strategic Plan is a high-level view of IT needs for the State and is the roadmap to a more efficient, simplified, and responsive IT organization. By setting attainable goals and reaching them, the State will become a world-class user of business-focused technology that will earn the respect of the public.

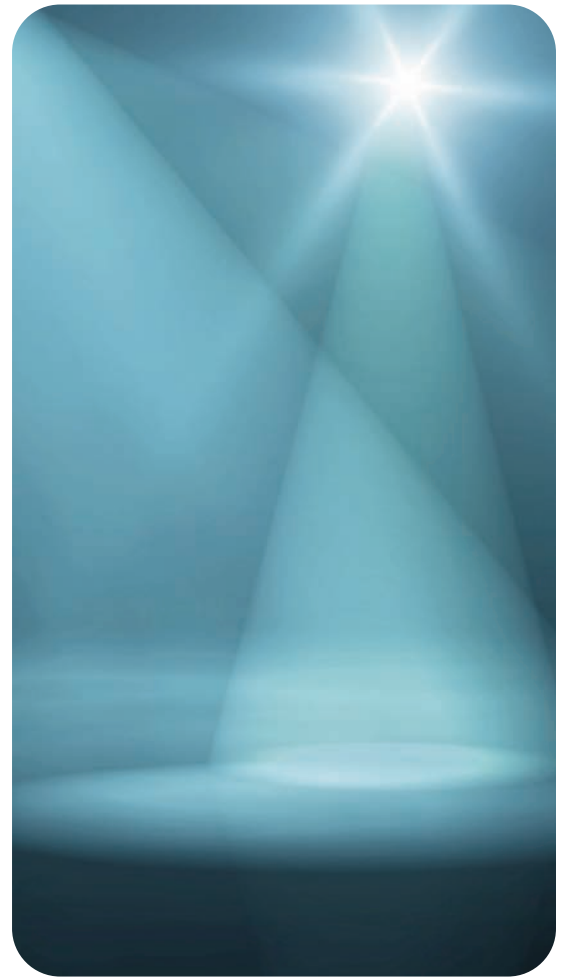


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## Vision

**The future State Government of New Jersey will leverage leading-edge information technology to deliver integrated services electronically; make state government accessible; foster economic growth by mobilizing the strengths of the State's diverse population; and guide the delivery of effective and efficient services to all citizens, businesses, and visitors.**

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*in focus*



on **target**

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## Critical Success Factors

**In order for the State to meet its Enterprise IT Goals, the following critical success factors must be achieved.**

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- Proactive communications outreach to all stakeholders including employees, executive cabinet members, and elected officials
- Executive management support at every level of the Enterprise, from the Governor on down
- Interagency cooperation at every level
- Sufficient funding at every level to support IT initiatives
- Sufficient staffing, skills, and training at every level to support IT initiatives
- Permanent programs and processes that address the management of the IT workforce
- Timely procurement of equipment, software, and consultant services
- Formal project planning, and review along with quality control



Families

**Children and Families**



Health

**Health**

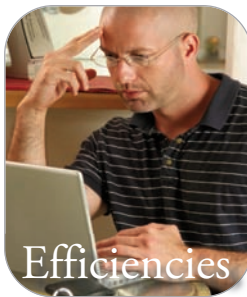
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## Meeting the Governor's Priorities

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This IT Strategic Plan covers the many initiatives and activities that support the Governor's highest priorities for service to the public.

The following fictionalized vignettes portray how these priorities may impact citizens, businesses, and government entities. Through the combined, focused efforts of the State's IT community, our *ideas* will quickly become *reality*.



Efficiencies

**Efficiencies in State Government**



Security

**Security**



Growth

**Economic Growth**



## Children & Families

HELPING FAMILIES

## Meeting the Governor's Priorities

For weeks, Doris and her children called a homeless shelter home; but tiring of their situation, Doris decided it was time to move on. For help, Doris turned to the local library where she was directed to the NJ Helps Web site. After reviewing the site, Doris learned that she might be eligible for a number of State and federal assistance programs.

But, her heart sank at the mere thought of having to complete multiple forms and visiting various offices in order to get the help she needed. The librarian then pointed

out that NJ Helps is linked to NJ OneApp, a new Department of Human Services online application. Through NJ OneApp, Doris applied for food stamps, health insurance, and several other programs by completing just a single form online.

As Doris made her way back to the shelter, she breathed a sigh of relief. With NJ OneApp, the entire application process took much less time than she anticipated and she was hopeful that her family would get the temporary assistance they needed.

## Meeting the Governor's Priorities



## Health

RESPONDING TO EMERGENCY SITUATIONS

On a cold night, a full-force blizzard blanketed much of the State with two to three feet of snow. Temperatures dropped to dangerous levels. Schools and businesses closed. Travelers were stranded on roads throughout the State and at Newark Liberty Airport.

At the State Emergency Operations Center, representatives from the Department of Health and Senior Services, Department of Transportation, State Police, Homeland Security, and the Office

of Emergency Management monitored the situation using HIPPOCRATES, a real-time emergency services assessment tool. Armed with information from HIPPOCRATES, emergency services quickly assessed the toll the storm had on New Jersey residents and visitors. Storm and accident victims were routed to facilities that had the capacity and the staff to receive them.



## Efficiencies in State Government

DELIVERING UNEMPLOYMENT BENEFITS

## Meeting the Governor's Priorities

Michael was laid off from Samuel Printing in Burbia, New Jersey, where he worked for more than a year. He filed for unemployment benefits online, and chose e-mail as his preferred method of contact. However, the wage data on Michael at the Department of Labor and Workforce Development did not reflect sufficient wages to file a claim for unemployment benefits. To obtain updated information, the Department's new automated unemployment insurance system, NJ SUCCESS (NJ State Unemployment Compensation Claimant and Employer Service System), e-mailed Samuel Printing requesting additional wage information.

Upon receipt of the request, Kelly, the controller at Samuel Printing, logged onto NJ SUCCESS and entered the missing wage information which in turn validated Michael's unemployment claim.

When Michael was notified by e-mail of his weekly benefit rate, he completed the certification for his first payment online, and selected the direct deposit payment option. NJ SUCCESS also sent Michael a link to the Department of Labor and Workforce Development One-Stop Career Center Web site to help him look for a new job.

reality

## Meeting the Governor's Priorities



## Security

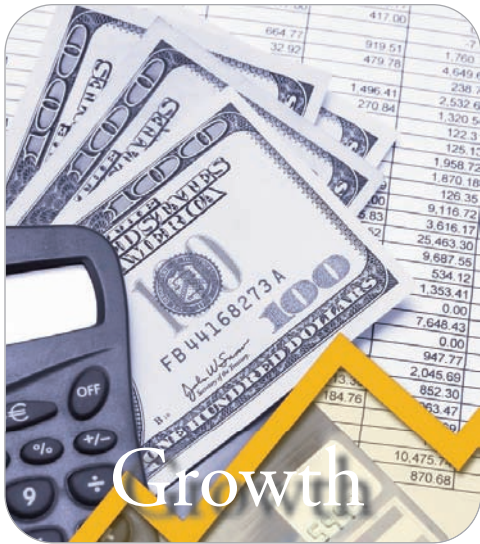
KEEPING US SAFE

On a balmy summer afternoon, Norman was stopped for a motor vehicle violation. The officer who made the stop ran a search on Norman and found an outstanding traffic warrant. Upon searching the vehicle, the officer found a number of publications with titles relating to homemade explosives and terrorism.

The officer proceeded to contact the Regional Operations Intelligence Center with her findings and for assistance. When they ran Norman's identification against the Statewide Information Management System,

they found that he had a history of association with anarchist groups that used identity theft to fund their operations.

Norman was then taken into custody and information about his ties and the contents of his vehicle was shared with the FBI Joint Terrorist Task Force (FBI-JTTF). When interviewed by FBI-JTTF, Norman revealed information that led to the arrest of several suspects in connection with a previous incident.



## Economic Growth

ADVANCING THE BUSINESS CLIMATE

## Meeting the Governor's Priorities

Eddie, a longtime Newark resident and entrepreneur, had an idea for a new business. He knew he had to register the business and find suitable facilities. At first, Eddie considered locating the manufacturing operation in Central America, but he heard that it takes a long time to register a business there.

Instead, Eddie chose to register his business in New Jersey and logged onto the New Jersey Business Portal. Eddie was pleasantly surprised to find that he could not only register his business online, but also get his Federal Employer Identification Number. Then, on a whim, he followed some prompts and downloaded a listing of available

business properties in Newark.

Eddie soon realized that a number of former brownfields in Newark were available at very reasonable prices. Better still, the Department of Environmental Protection already certified that the properties were free from contamination. Navigating around the Business Portal, he also found out that Newark had a suitable workforce pool.

Upon realizing that Newark could provide him with many of the resources needed for a successful business, Eddie decided to locate his manufacturing operations and business headquarters in the city rather than going out of the country.



## **Goal 1 Governance**

Provide IT leadership and governance by implementing appropriate IT organizational structures, processes, standards, policies, and procedures, with an emphasis on accountability.

## **Goal 2 Statewide Efficiencies**

Maximize the efficient delivery of agency IT services through the cost-effective use of IT resources.

## **Goal 3 Enterprise Architecture**

Implement an Enterprise Architecture program that continuously aligns IT investments with the core business goals and strategic objectives of the Executive Branch of New Jersey State Government.

## **Goal 4 E-Government**

Develop an integrated package of e-Government services that provides “one-stop self-service” for government, businesses and the public.

## **Goal 5 Security**

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

## **Goal 6 IT Workforce Management**

Develop a comprehensive IT workforce management program that addresses the State’s needs for IT skills and staffing.

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**To guide our journey in fulfilling our mission, we have established six goals by which our progress can be measured. With forward thinking, detailed planning, and executive management support, the State’s IT community will achieve its full potential.**

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# GOALS

# Goal One

## Governance

Provide IT leadership and governance by implementing appropriate IT organizational structures, processes, standards, policies, and procedures, with an emphasis on accountability through compliance monitoring.

### Objectives

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- Define the duties and composition of other State IT deliberative bodies that will work under the direction of the Governing Board

- Fully integrate newly appointed Deputy CTOs into enterprise-wide IT management activities

- Institutionalize formal, permanent project management practices that dovetail with the planning procedure and cover project initiation, development, and deployment

### Strategies

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- Establish a formal and permanent IT planning procedure
- Require approved IT Strategic Plans from each Affinity Group
- Incorporate Deputy CTOs into the System Architecture Review Process (SAR)

- Decide on the future duties of existing and proposed state government IT committees and define their relationship to the Governing Board
- Establish the SAR to review projects from the Conceptual through Logical and Physical design phase

- Develop an Enterprise project control data base
- Capture baseline data on all major projects in a cumulative project database
- Publish and adhere to procedures that defines a project lifecycle for all state IT projects and establish central control over project initiation, development, and deployment

# Goal One Governance

## Objectives

- Improve accountability for the delivery of IT services statewide

- Promote, monitor, and enforce compliance with the established IT-related policies, procedures, and regulatory requirements

- Develop a funding approach to support the IT Strategic plan

- Develop a Business Plan for the IT Community

## Strategies

- Develop a service model that includes service level measures and steps to meet service level obligations
- Establish new Service Level Agreements between NJOIT and all executive agencies
- Incorporate IT Infrastructure Library (ITIL) and COBIT into a framework for the management and control of IT services
- Adopt a standard methodology for IT process improvement
- Deliver a scorecard for the evaluation and tracking of IT service delivery

- Implement and monitor internal controls designed to protect assets, maintain accuracy, and support governance and compliance requirements

- Develop a mechanism for identifying and capturing programmatic initiatives that are funded by non-state or grants dollars and contain a significant IT component
- Establish a new charge back arrangement that incorporates activity-based costing
- Request Enterprise funding through the capital and budget processes

- Work with the IT Governing Board and other key stakeholders to develop a portfolio of services needed to support state operations

# Goal One Governance

- **IT Environment**

The State is committed to ensuring a secure and properly managed IT environment. Key to this is the establishment of adequate controls and monitoring in the areas of IT policies, practices, and organizational structures. These controls will be designed to provide reasonable assurance that business objectives will be achieved while preventing unauthorized access to information.

- **Standardized IT Strategic Planning**

NJOIT has instituted a standardized IT strategic planning program across the executive branch under the jurisdiction of the Governing Board. The State IT community will provide yearly updates to IT plans.



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## Representative Initiatives

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# Goal Two

## Statewide Efficiencies

Maximize the efficient delivery of agency IT services through cost-effective use of all state IT resources.

### Objectives

- Leverage IT resources through redeployment, consolidation, and the maximization of existing infrastructure and services

### Strategies

- Expand IT hardware redeployment to other agencies based on a proven agency model
- Complete inventory of statewide IT assets and services
- Complete an infrastructure consolidation assessment and plan for all agencies including servers, networks, storage, and printers
- Establish a print-to-mail-operation and consolidate print operations throughout the State
- Assess the opportunity for consolidation of 3-1-1 and/or 2-1-1 call centers and Web sites that would handle routine government and social services inquiries
- Explore the expansion of the statewide Emergency Telephone Notification System

# Goal Two

# Statewide Efficiencies

## Objectives

## Strategies

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- Leverage current applications by appropriate expansion of data access and systems functions to other agencies with common or similar requirements, and to suitable organizations outside state government
- Assess and plan the consolidation of e-mail and collaboration systems into an Enterprise system
  - Develop an Enterprise disaster recovery program and plan
  - Establish statewide IT data sharing policies to increase efficiencies of data collection and use of data among local, state, and federal governmental agencies
  - Assess and plan for a statewide employee and emergency worker credentialing system that operates through Motor Vehicle Commission consumer locations
  - Expand the State's special data framework
  - Collect, standardize, maintain, and offer access to statewide real estate data through the expansion of the Treasury Property Assessment Management System
- 
- Coordinate NJOIT and county CIO IT activities to improve the cost-effectiveness of state and county delivery of services
- Establish a formal process so that NJOIT and the NJ Division of Local Government Services within the Department of Community Affairs meet periodically with all 21 of the New Jersey County CIOs as a group, and communicate with them on an on-going basis

# Goal Two

## Statewide Efficiencies

### Objectives

- Develop policies, re-engineer field operations and related processes, and provide the necessary IT systems and infrastructure to support a mobile workforce for direct delivery of agency services in the field, where appropriate
- Maximize the business value of IT procurement

### Strategies

- Identify at least three field opportunities with the potential for high-payback with the use of secure mobile IT solutions
- Select at least one of the above candidates as the pilot for the mobile workforce strategy
- Establish a statewide IT procurement solution for cross-agency acquisition of hardware, software, and IT services

- **System for Administering Grants Electronically (SAGE)**

The SAGE application is undergoing a phased expansion of both capabilities and reach to agencies and organizations beyond the Department of Community Affairs. This Web-based system will provide a consistent approach for managing the State's grants programs. It will enable the consolidation of grants reporting beginning with the initial grant application through approval, contracting and payments.



- **Technology Procurement Reform**

This two-prong initiative will significantly improve the State's entire procurement process for those seeking to procure goods and services as well as those seeking to provide them. Moving forward, the State will secure agreements with regional purchasing cooperatives or other states to obtain greater volume purchasing opportunities.

- **Electronic Cost Accounting and Time-Sheet System (eCATS)**

New Jersey's IT community is exploring options for replacing multiple, disparate time-keeping systems with eCATS, a system that will standardize time-keeping processing across Executive Branch agencies. eCATS is a Web-based cost accounting and timesheet application that provides real-time employee benefit information and cost accounting for salary expenses. The system will also provide greater detailed reporting to management.

- **NJ-Geo Web**

The Department of Environmental Protection is developing the profile, "What's In My Neighborhood," which will provide a greater awareness of health and safety concerns in communities throughout the State by allowing users to view environmentally sensitive areas within a selected radius of their neighborhood.

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## Representative Initiatives

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# Goal Two

## Statewide Efficiencies



### Representative Initiatives

- **NJSMART**

This application is a data warehouse that will capture information about elementary and secondary students as they move through the educational system. NJSMART will enable the Department of Education to track students, determine individual outcomes, evaluate the results of educational and administrative interventions, and compare the effectiveness of schools and districts.

- **NJ SPIRIT**

A new child welfare system is replacing a fragmented and antiquated paper-based case management system once used by the Department of Children and Families (DCF). NJ SPIRIT consolidates a multitude of existing legacy data systems into a single, modern, supportable application. As a data management tool, NJ SPIRIT will assist staff in their daily work of protecting and supporting children and families. NJ SPIRIT touches virtually all areas of DCF including investigations, safety assessments, case planning, the placement of children, and adoptions.

- **Gang Intelligence**

The Department of Corrections is developing an application that will capture and maintain actionable gang and terrorist intelligence to prevent crime and violence within the prisons and aid law enforcement in preventing gang and terrorist activity throughout New Jersey.

- **Voice and Video Telecommunications Network**

The redesign of the State's voice and video telecommunications network will utilize the latest high-speed network technologies to allow for significant expansion of telecommunications-based applications to more agencies.

# Goal Three

## Enterprise Architecture

Implement an Enterprise Architecture (EA) program that continuously aligns technology investments with the core business goals and strategic direction of the Executive Branch of New Jersey government.

### Objectives

- Establish a comprehensive EA program that aligns IT planning and strategy with business requirements

- Implement and mandate a standardized approach for entire lifecycle of IT projects

### Strategies

- Establish a policy that requires architecture review of major IT projects beginning at their conceptual phase and all critical phases
- Create common platforms for integrated information access, legacy application migration, and new application development
- Create standards and policies that facilitate the design and usage of common applications and components
- Develop standardized total-cost-of-ownership and return-on-investment models for IT planning
- Establish an application Quality Assurance function
- Establish an applications portfolio management program that tracks total application costs

# Goal Three

## Enterprise Architecture

### Objectives

- Identify and deploy emerging technologies that are appropriate to the business needs of the State

### Strategies

- Establish and staff an advanced technology assessment group
- Develop, communicate, and support an emerging technologies adoption process with input from the IT community
- Identify and leverage advanced technology initiatives that are already in production and have potential for expansion to additional agencies and business functions
- Identify funding requirements and potential funding sources for expansion of advanced technology initiatives to additional agencies and business functions

# Goal Three Enterprise Architecture

- **Enterprise Architecture Plan**

The Office of Architecture and Standards is executing a comprehensive Enterprise Architecture planning process that links IT decision-making and resources to the State’s most critical business issues.



- **Common Information Architecture**

This model promotes government efficiency through concepts such as the “single version of the truth” and common service-oriented architecture for data access and storage. The Common Information Architecture will be expanded and enforced during the planning period.

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## Representative Initiatives

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# Goal Four

## E-Government

Develop an integrated package of e-Government services that provides “one-stop self-service” for government, businesses, and the public.

### Objectives

- Create and expand e-government capabilities in order to improve government-to-citizen, government-to-government, and government-to-business customer service

### Strategies

- Increase service offerings of the New Jersey Business Portal
- Deploy Motor Vehicle Commission online registration
- Extend and promote e-permitting to additional agencies and activate other electronic submission services
- Modernize the state unemployment insurance system and associated applications
- Develop and implement Enterprise contracts and systems to provide agencies with a convenient method to accept payment for services and goods via credit or debit cards and e-checks
- Increase the number of Web services that provide business and public information from additional agencies
- Increase public and agency access to the State’s GIS data via the Web

- **New Jersey Business Portal**

This one-stop service center provides a single face of government for businesses operating in New Jersey. The Portal will reduce the time required to complete most transactions; provide a common data model that will enable businesses to update their information to all state agencies in a single operation; provide a shared information exchange layer that facilitates inter- and intra-application integration, and deliver a user-friendly management reporting system that supports cross-agency initiatives.

The first iteration of the Portal was launched in August 2006. By January 2007 the Portal was upgraded to include personalization, resource catalog, resource matching, geographic representations, updated business registration, and an authentication and management framework. Later that year, additional functionality was incorporated into the Portal including trusted online service integration, rules-based resource matching, authentication, notification service, CRM tools, call center enhancements, and process re-engineering.

In the future, the location assessment tool will be incorporated into the New Jersey Business Portal. It will enable a visitor to map environmental, economic growth, planning, and workforce demographic data for selected locations and then to generate and print custom reports.

- **NJ OneApp**

To streamline its application process, the Department of Human Services is planning to build on the success of its online Food Stamps and NJ Family Care applications and create NJ OneApp, a universal online application. This application will allow applicants to fill out one form and apply for several Human Services programs simultaneously.



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## Representative Initiatives

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# Goal Four

## E-Government



### Representative Initiatives

- **NJ SUCCESS**

This is a comprehensive, integrated, Web-based solution that includes document management, imaging, workflow, telephony, and infrastructure. It will modernize the delivery of Unemployment Insurance benefits to the public.

- **Emergency Preparedness Information Network (EPINet)**

This application was recently deployed at the State's Regional Operations Intelligence Center (ROIC). Using advanced facial recognition software, EPINet can identify suspects for mug shot lineups from existing photos and sketches. Currently, EPINet is being used in conjunction with the FBI's Automated Fingerprint Identification System. EPINet allows for more objective development of suspect lineups, aids in quicker turnaround on searches while providing more uniformity of results, and supports GIS mapping functions.

- **MATRX**

This initiative involves the re-engineering of key motor vehicle processes involved in accepting and granting licenses and other certifications for motor vehicles. The foundation of the system is a business-rules engine that documents business processes while incorporating the flexibility to adapt to new business requirements to create more accurate and timely information. MATRX will be engineered around inter-agency data sharing and a modern service-oriented architecture that features document imaging, Web-services, and other technologies. It can potentially be utilized for other areas of government programs and economic activity.

- **PermitsNJ**

A statewide Web-based management system of construction permits and contractors, PermitsNJ will support online permit applications and e-payments.

# Goal Five

## Security

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

### Objectives

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- Create an information security framework with policies and procedures

### Strategies

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- Establish, update, refine, and audit cyber security policies, standards, procedures, and guidelines
- Explore a process for asset classification and data classification
- Adopt a formal security methodology for project planning to enforce security standards
- Build awareness of security protocol and programs through training

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- Enhance security components of existing information assets

- Secure the continued functions of the State's opportunity to contribute to the statewide Continuity of Operations (COOP) Planning initiative
- Secure the State's information from loss by including disaster recovery in the COOP process



# Goal Five Security

## Objectives

- Adopt innovative technologies to improve information security

## Strategies

- Expand application of security technologies such as Vulnerability Management, Intrusion Detection Systems, and Intrusion Prevention Systems throughout the State
- Expand the Treasury Interdepartmental Security system to provide building access security and surveillance for all State facilities
- Expand the adoption of single sign-on technology across the State where appropriate
- Adopt multi-factor authentication systems, including biometric technologies
- Implement a statewide identity management provisioning process that tracks and controls access to State systems, facilities, and data



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## Representative Initiatives

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- **Identity Management Credentialing System**

Provide a common statewide identification credential for business continuity personnel, State employees, and emergency responders that adhere to the Federal Information Processing Standard (FIPS) 201. This project will improve management of access control for physical assets and logical data sources, and ensure emergency responders access to secure areas at times of crises. In addition, the statewide standardization of employee identification will reduce the overall cost, maintenance, and administration of the credentialing for State employees.

- **Identity Management Provisioning Service**

NJOIT is implementing an Enterprise-class security service that provides controlled access and audit ability for digital and non-digital assets.

- **Enterprise E-Mail Protection**

This continuous program will establish a uniform Enterprise solution for identifying and defeating viruses and spam. It also will provide for immediate updates and improvements to counter emerging threats.

- **HIPPOCRATES**

This application by the New Jersey Department of Health and Senior Services (DHSS) Health Situational Awareness program will be used for DHSS' preparation and response to natural and terrorist events throughout the State. Using real time situational awareness information provided through HIPPOCRATES, emergency planners will be able to quickly recognize potential public health and health care issues such as hospital bed availability, staff and supply shortages, and road closures in order to take appropriate actions that may lessen the impact of an event on the public. HIPPOCRATES will support numerous local, county, state, and federal departments and agencies.

# Goal Six



## IT Workforce Management

Develop a comprehensive IT workforce management program that addresses the State's needs for IT skills and staffing.

### Objectives

- Ensure appropriate skills and staffing requirements through FY 2010

### Strategies

- Develop a statewide IT workforce skills inventory, including retirement projections
- Develop and maintain a comprehensive inventory of staff and consultant resources and skills
- Conduct a gap analysis on skills/staffing needs
- Develop a plan to meet statewide IT staffing needs
- Develop a plan that addresses the areas of employee recruitment, retention, and succession planning, including consultant management
- Work with The Department of Personnel's Human Resources Development Institute and other training providers to establish a long-term statewide IT training curriculum that addresses projected needs for key IT skills, including project management, supervisory, and technical training

# Goal Six

## IT Workforce Management

### Objectives

- Cultivate a workplace environment that will foster the attraction and retention of IT staff

### Strategies

- Establish an innovative employee rewards and recognition program for IT personnel that emphasizes professional development and certification
- Identify and address gaps in tools and workspace that have a negative effect on the success of IT projects and programs
- Translate gaps in tools and workspace into concrete items for submission with FY 2010 budget requests

# Goal Six

## IT Workforce Management

- **IT Recruitment, Advancement, and Management Model**

Working with the Department of Personnel, NJOIT is exploring the reinstatement and enhancement of the IT Hiring model, which streamlined the recruitment and hiring process of skilled IT personnel to meet the most pressing needs for IT skills and experience.

- **Learning Management System**

Planning has begun for the deployment of a Learning Management System to replace the State Training and Development Information System, a 15-year old application that maintains information on all aspects of training administered by the State of New Jersey under the direction of the Human Resources Development Institute.

- **Project Management Training Program**

Develop an intensive project management training program based on a proven agency model that will equip IT staff with the appropriate tools to effectively manage and deliver projects within established target dates and budget.



## Representative Initiatives



# IT Assessment

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## Appendix A

### **OVERVIEW**

In June 2006, the Chief Technology Officer completed an Information Technology (IT) Assessment throughout the Executive Branch in order to determine potential efficiency improvements and cost savings across New Jersey departments and agencies.

The following paragraphs summarize and supplement the principal findings of that assessment which spanned several months and involved the participation of all Executive Branch agencies and top independent experts in the IT field.

### **IT BY THE NUMBERS**

The State of New Jersey spends between \$550 and \$600 million each year to maintain the current mix of hardware, software, telecommunications, and applications. This number includes salaries. The State has committed to approximately \$450 million in large scale, multi-year renovation projects such the modernization of our unemployment, motor vehicle, and child support systems. The State employs approximately 3,300 employees to manage day-to-day IT operations and critical applications.

While the State spends roughly \$600 million each year on IT, the central technology agency - NJOIT - accounts for less than 20 percent of that spending and roughly one-third of the staffing. Thus, the majority of IT spending occurs within other departments and agencies.



**CHALLENGES:**

- 1. Direction.** Many agencies do not maintain agency strategic business plans that are structured to drive strategic IT planning.
- 2. Sustainability.** Revolving-door leadership narrows the window of opportunity for IT to have a positive long-term impact.
- 3. Mission.** Role definitions and expectations for IT personnel are constantly evolving and shifting.
- 4. Structure.** A misaligned organization IT model precludes the most efficient means of service delivery.
- 5. Involvement.** There are few seats for IT at the strategic planning table which results in large gaps in business and policy participation. IT is frequently tapped for tactical input, but rarely for business strategy development.
- 6. Planning.** There is no comprehensive Enterprise picture of IT priorities and resources, and we have only recently begun a comprehensive IT planning process.
- 7. Capacity.** As the demand for IT increase and project development get larger and more complex, on-time, on-budget delivery becomes more difficult to achieve.
- 8. Innovation.** A “keeping the railroad running” IT mentality, born out of necessity, leaves little time to innovate and produce initiatives that help residents and businesses.
- 9. Staffing.** An aging workforce compounded by a lack of succession planning has resulted in NJOIT losing more than 200 employees in the last four years. An even greater number of staff will be lost due to further attrition within the next three years. Experts on agency systems are retiring before the systems can be redesigned or replaced. Quite literally, significant institutional knowledge and wisdom is walking out the door each day. Should this trend continue unaddressed, the cumulative effect of these conditions may have a negative impact on the ongoing operations and maintenance of IT systems and the agency services they support.