



STATE OF CONNECTICUT

OFFICE OF POLICY AND MANAGEMENT
OFFICE OF INFORMATION AND TECHNOLOGY

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October 1, 1994

TO: Members of the General Assembly

Attached is a report summarizing the progress made in implementing the recommendations of the Commission to Effect Government Reorganization. This joint report was prepared by the Office of Information and Technology, at the Office of Policy and Management, and the Bureau of Business Services within the Department of Administrative Services, as required by General Statutes 16a-119b (P.A. 92-135).

Questions or comments regarding the report should be addressed to either of the undersigned.

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PROGRESS REPORT

October 1, 1994

A progress report on the implementation of the initiatives identified in Attachment III of Section V of the Final Report of the Commission to Effect Government Reorganization dated March 1992, as required by General Statutes 16a-119b (P.A. 92-135).

1. Consolidate Major Data Centers

The Office of Information and Technology (OIT), working with the Department of Administrative Services, Bureau of Business Services (DAS/BBS), has developed a plan which calls for a phased approach to consolidation of the State's major data centers into a single data center. This single center, to be located within fifteen miles of Hartford, will offer operational support for the State's major computer environments including DEC, IBM and Unisys. The data centers which will be included in the first phase of consolidation include the present CATER facility operated by DAS/BBS (DEC and IBM), the Department of Mental Retardation (DMR) data center (Unisys) and the Judicial data center (DEC). The new center will also provide computer support for the Department of Motor Vehicles (DMV) and will address the need for a backup "cold" site for the lottery system.

The RFP for the new consolidated data center was issued and fifteen responses were received. Casle Corporation has been selected as the finalist to build a new facility in Windsor, Connecticut. Final design considerations, bottom line cost, and the contract agreement have been negotiated with the contractor. It remains for the Property Review Board to approve the contract.

2. Evaluate Potential Benefits of Consolidation of Application Development Resources

The State outsources most of its application development work, while using its own technical personnel to maintain and operate systems. The State's strategic plan for information technologies recommends that application development, support and maintenance be consolidated within the consolidated health and human services agencies, and to the extent practical among any groups of agencies providing similar services (enterprise groups). It also recommends that "core systems", i.e., those which satisfy requirements which are common to most if not all agencies, be developed and supported centrally. Funds were provided by the legislature to provide some of the systems planning and implementation for the consolidated agencies, and to see that those systems are developed consistent with this philosophy, and we are doing this. Also, a new agency personnel system, APS, has been developed. It is currently implemented at 34 agencies

thus far, with 10 more in conversion. Progress is also being made in converting the payroll system and beginning the specification of the suite of core financial and administrative systems as detailed in the memorandum of understanding between OPM, OSC, and DAS.

Statewide consolidation is recommended for support of computer operations and network services, all of which is viewed as part of the information technology infrastructure. Full centralization of applications development is not recommended. States that have tried to consolidate application development resources on a statewide basis have generally achieved few, if any, of the anticipated benefits projected to occur.

3. Communications Infrastructure

STATENET is the basis of the communications infrastructure. The STATENET menu of available services was modified over the past year to incorporate frame-relay service as an option for data communications. Our current emphasis is on redesigning STATENET to use emerging cell-relay services, which will be implemented beginning in late 1995 in stages for completion when the current STATENET and related regulated service agreements expire in June 1997. The intent is to assure a sufficiently advanced platform of transmission services to accommodate the wide range of demands State agencies require. The new cell-relay technologies are being adopted by the industry to furnish "bandwidth on demand" to meet voice, data, and video requirements. A contract has been signed with Yankee Group Research, of Boston, to begin the initial studies needed to plan and implement this improved network, using the best products from a highly competitive group of suppliers.

The state data communications architecture defined with the help of Computer Sciences Corporation and the financial support of the Department of Labor (DOL) (which needed the results), is now being implemented across the state for new projects, including DOL, DAS, and the Department of Children & Families (DCF). This new architecture, the implementation of frame relay services at Community-Technical Colleges and the Department of Transportation, and the increasing competition among network providers, are three of the factors to be taken into consideration in the design of the State's next generation network.

DAS and OIT are working actively to define more clearly the role each agency should play in meeting the State's needs for telecommunications planning, design, procurement, operations and billing. A series of meeting is now being held using a facilitator from OPM's Administration Division to lay out the entire telecommunications acquisition process, uncover those sub-processes which require redesign, and obtain mutual concurrence on revised processes. We expect to complete this effort by November of this year.

4. Implement the Information Architecture Plan

The strategic plan sets long term directions and goals, as well as standards which are consistent with and reinforce those goals. Some standards are fully realizable now, and can be effectively applied to current procedures and procurements. The new data communications architecture, which is now being implemented at several agencies, is an example of these. Others, such as the move to open systems, are not fully implementable with current technology, and indicate a direction that should be taken. Still others may even require legislation, such as that which required the consolidation of the health and human services agencies.

The plan itself is, of course, a moving target. As new technology develops, and the agencies' needs change over time, the course must be adjusted. Thus, implementing the plan requires a continuing effort to encourage, and in some cases require the agencies to conduct their information technology related activities in a manner consistent with the plan. G.S. Sec. 16a-113(d) states that an agency's proposal for information systems resources cannot be approved unless it is consistent with the strategic plan and the agency's approved information technology plan.

5. Implement Enterprise Groups

Some of the natural enterprise groups, such as the health and human services agencies have been defined by legislation related to the consolidation of agencies. OIT is working with these agencies to make sure that their information technology organizations, after consolidation, evolve into an enterprise structure rather than a collection of unrelated information systems organizations. A consultant study was conducted by Maximus to develop a systems strategy for the implementation of the "single point of entry" concept, and \$9.5 million has been reserved to implement the resulting systems approach. The health and human services agencies are now in the process of implementing a common single point of entry computer support system based upon the recommendations of the study.

Those groups of similar agencies which have not been compelled by legislation to work together can only be encouraged to conduct business, so far as practical, in an enterprise fashion. The Department of Labor, for example, is voluntarily following the progress of the Department of Social Services (DSS) reorganization, in order to remain as compatible as possible with its enterprise group.

In addition to the above, the criminal justice community has agreed upon a strategy to implement a common offender based tracking system. This system was not funded in FY1995, but is expected to be funded in the next biennial budget.

On November 19, 1993 a Memorandum of Understanding (MOU) was signed between OSC, OPM and DAS essentially defining roles and responsibilities in a joint effort to develop and maintain new financial and administrative information systems, as well as provide interim solutions to current systems problems. As a result of the MOU, the Core Financial Systems Executive Steering Committee was formed with executive level representation from the Office of the State Comptroller (OSC), OPM, DAS and the Treasurer's Office

The steering committee meets on a weekly basis with the overall mission of providing leadership for the planning, implementation and maintenance of effective financial and administrative information systems supporting statewide accounting, budgeting, personnel, time and attendance, payroll, retirement, and purchasing functions.

6. Improve Data Integrity/Security

Implementation of policies in the state enterprise architecture of the strategic plan for information technologies that support standards for relational data base management systems and a higher degree of security in remote access to processing resources has occurred on a controlled and limited basis. Examples include:

- Demonstrated portability of the Department of Mental Health master file to numerous platforms.
- New design of a statewide and highly secure data communications network to promote sharing of hardware, software, and data base resources.
- Initiation of projects to enhance statewide accounting, budgeting, personnel, time and attendance, retirement and purchasing systems with compliant technologies.
- Data management techniques and disciplines. These important considerations are being addressed in the planning and design of systems supporting newly consolidated state agencies and the development of the new criminal justice information system.

We are continuing to work in this area. Basic state data standards and data exchange protocols for geographic information systems are expected to result from a study being conducted for the Department of Transportation, which is nearing completion. Standards for digitized photographic images are also under consideration.

7. Standardize Systems Applications Development Process

Applications Planning, Cost Benefit and Portfolio Analysis

The business plans developed in cooperation with the Departments of Insurance and Banking have been used as a basis from which to develop these agencies' information technology plans.

Business Planning

The effort has continued to develop a "standard" business planning process for all agencies. A business plan was developed in partnership between DAS/Bureau of Business Services and the Comptroller as part of this effort. The plan will be published October 1, 1994.

Cost Benefit Analysis

A scaled-down version of a cost benefit analysis for use in conjunction with OIT project profiles has been released to agencies. Further work will be needed to develop full guidelines.

Project Management Program

Training for project managers has continued at a steady pace. Over the two-year period since its introduction, over 1,300 state personnel have been trained in basic project management disciplines.

The focus this year will be to provide mentoring/coaching assistance on a full scale to all state agencies, in an effort to implement the concepts. This mentoring/coaching service was piloted successfully in the Office of the State Comptroller and is next targeted for the UConn Heath Center.

Systems Development Methodology

An RFP for the procurement of a systems development methodology, which will become the framework for the State's information technology development initiative of the future, will be released before the end of calendar year 1994.

8. Information Technology Professional Development

OIT, the Bureau of Business Services and the Information Technology Managers Association have been working with State Personnel on completely "reengineering" all State information technology job descriptions. Descriptions for all existing technical

classifications were completed in FY 1994. A draft of specifications for managerial positions is expected to be completed in January 1995. The new job descriptions are more generic than those which they replace. It is hoped that this will promote easier and faster hiring, and generate a broader range of career paths for state employees.

The Bureau of Business Services training division is presently revamping its statewide training curriculum to better align training programs to the skills that are needed. The new consolidated data center will contain "state-of-the-art" training facilities for conducting "hands on" and classroom training programs.

9. Reporting Relationships between BBS/OIT and Agency Personnel

Although OIT and to a lesser extent DAS provide staff support to the agencies, there is no direct reporting relationship. Since centralized development is not desired at this time, this reporting relationship is not scheduled to change. However, it would be expected that those personnel assigned to work in the consolidated data center would eventually become DAS employees.

10. Review Procurement Process

A process reengineering study has been completed by a team consisting of DP procurement managers, managers from several state agencies, and an outside consulting firm. Forty-five possible changes to the current process were identified, with 36 of them selected for implementation over time. The critical changes to be implemented by the end of the 1994-95 fiscal year are as follows:

- revised process workflow
- recommendation for revised dollar approval limits
- on-line tracking/status system
- prototype/model RFPs for various types of hardware and software procurements
- training programs for RFP development
- electronic bulletin board

A full time project manager has been assigned to the management of these efforts. Project teams with participants from various state agencies are currently being formed to implement the above components.

11. Implement Enterprise Architectural Standards

The enterprise architectural standards requirements, as they are developed, are spelled out in the strategic plan. Their implementation, as components are developed, will also be spelled out in that document. In addition, as new components have been developed, such as the new state standard data architecture, the new project management regimen, and the new agency technology plan, workshops and symposia have been given for the state's information technology community. This process will continue, with training being provided by OIT or DAS, as each new architectural element is developed.

12. Disaster Recovery

Disaster recovery planning for the primary processing platforms which will be located in the consolidated data center, IBM, DEC and Unisys will be done jointly by the client agency and the data center staff. Agencies that are not currently planning to relocate to the consolidated data center will be responsible for their own disaster recovery planning. An RFP that describes the requirements for backup "hot" sites, cold sites and "truckable" facilities to meet these diverse requirements has been released, and proposals have been received. The RFP also includes consulting services for those agencies needing assistance in planning. These proposals are under evaluation, and vendors are expected to be selected before the end of this calendar year.

Present plans for the new consolidated data center also include disaster recovery support for the State Lottery System. The center will include a "cold" site for the lottery computer, which will enable the lottery to be back in operation in from 6 to 24 hours, if the primary site experiences a major failure.