

**Discussion Points**

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1. In January 2011, the Office of Information Technology (OIT) had a payroll count of 777 positions. That number marks a **17.5 percent decline in staffing levels since FY 2006**, when OIT had 942 employees on its payroll. Addressing OLS discussion point #40 in the FY 2009-2010 Department of the Treasury Budget Analysis, the OIT highlighted that the drop in staffing levels coincided with a significant increase in workload, which forced the office to reprioritize workload and phase out low-value projects. The office went on to list several projects that had been deferred to a future date because of budgetary constraints.

Organized “in but not of” the Department of the Treasury, the OIT provides information technology services to State agencies. To that end, it oversees the mainframes, servers, networks, and databases that compose the State's technical infrastructure; operates the Garden State Network, a statewide integrated communications network; and runs the State's major data centers, including the Office of Information Technology Availability and Recovery Site (OARS). In addition, it manages the State's Internet environment and offers application development and maintenance, geographical information systems, data management services, and telephone services for all State offices. The OIT has a recommended FY 2012 budget of \$115.9 million for 790 funded positions. In response to Discussion Point #42 in the OLS FY 2009-2010 Department of the Treasury Budget Analysis, the OIT stated that the State had \$365 million in non-salary **information technology expenditures**, including telecommunications expenditures, in FY 2008 which were partially allocated to client agency accounts.

- **Questions:** In general terms and by means of specific examples, please describe the effects of the continued staffing reduction on OIT operations. What strategies has the office employed to deal with staff reductions? What projects, work products or functions has the office scaled back, discontinued or deferred because of declining staffing levels?
- What was the actual total amount of State information technology spending in FY 2009 and FY 2010? What is the projected total amount of State information technology spending in fiscal years 2010 and 2011?

### ***OIT Responses to OLS Questions, section 1:***

**In general terms and by means of specific examples, please describe the effects of the continued staffing reduction on OIT operations. What strategies has the office employed to deal with staff reductions? What projects, work products or functions has the office scaled back, discontinued or deferred because of declining staffing levels?**

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*OIT has been able to manage, with existing personnel and resources, to provide a continued level of support that meets the majority of our clients' basic expectations by:*

- *Cross-training*
- *Utilizing staff augmentation contracts*
- *Outsourcing projects when it is more economical to do so*
- *Consolidating units*
- *Implementing only those programs and solutions that can be sustained with existing resources*

**What was the actual total amount of State information technology spending in FY 2009 and FY 2010? What is the projected total amount of State information technology spending in fiscal years 2010 and 2011?**

*The following information reflects IT expenditure data across all funding sources excluding salary expenditures and Line of Credit purchases or payments:*

- *FY2009 - \$292 million (including Judiciary & Legislature)*
- *FY2010 - \$251 million*
- *FY2011 - \$129 million as of March 2011*

2. In December 2006, the Corzine Administration placed a **moratorium on the procurement of IT equipment and consultant services** under the Direct State Services budget category (operating expenses). Exempted from the moratorium were initiatives whose disruption would increase future costs or trigger a significant loss of investment, as well as emergency maintenance, repairs and supplies under \$2,500, and projects mandated by the federal government. Replying to Discussion Point #47 in the OLS FY 2009-2010 Department of the Treasury Budget Analysis, the OIT affirmed that it was unaware of the moratorium causing specific problems, but that problems were more likely to occur as the State's IT infrastructure ages. In the same response, the OIT indicated that it had authorized \$99.1 million in agency IT procurements for 1,585 projects (out of \$109.3 million requested for 1,748 projects) in FY 2007, \$125.2 million for 1,747 projects (out of \$176.8 million requested for 1,933 projects) in FY 2008, and \$93.2 million for 1,169 projects (out of \$188.2 million requested for 1,528 projects) in FY 2009.

- **Questions:** Please indicate whether the Christie Administration is continuing the referenced moratorium on the procurement of IT equipment and consultant services as well as the exemptions therefrom? If not, please provide a justification for any changes. Is the OIT aware of cases in which the moratorium has adversely affected the quality of services provided by State agencies? Please indicate in which areas OIT expects the continuation of the

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moratorium in fiscal year 2012 to adversely impact program performances and service delivery.

- Please provide, by department, the value of departmental requests for IT equipment and consultant services procurements in fiscal years 2009 and 2010 as well as the value of IT equipment and consultant services procurements approved by the OIT. What is projected value of approved IT equipment and consultant services procurements in fiscal year 2011 and 2012?

### *OIT Responses to OLS Questions, section 2:*

Please indicate whether the Christie Administration is continuing the referenced moratorium on the procurement of IT equipment and consultant services as well as the exemptions there from?

*Per Circular Letter 11-11 OMB/OIT, the threshold for OIT review has been raised to \$36,000 for a total purchase on the following items:*

- *Desktop PCs*
- *Laptops*
- *Printers*
- *IT Consumables.*

*The threshold has been removed for maintenance renewal of existing software licenses.*

**If not, please provide a justification for any changes.**

*This change will expedite the procurement of items not in need of review by OIT as the contracts for purchasing have already been negotiated to the best price and/or there is no enterprise impact.*

**Is the OIT aware of cases in which the moratorium has adversely affected the quality of services provided by State agencies?**

*No.*

**Please indicate in which areas OIT expects the continuation of the moratorium in fiscal year 2012 to adversely impact program performances and service delivery.**

*None.*

**Please provide, by department, the value of departmental requests for IT equipment and consultant services procurements in fiscal years 2009 and 2010 as well as the value of IT equipment and consultant services procurements approved by the OIT.**

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*OIT is working with departments on current year requests. Requested information is not available. We will attempt to provide it at a later date.*

*The total requests received were:*

*FY09 \$238,174,029*

*FY10 \$139,406,983*

*The total requests approved were:*

*FY09 \$160,071,282.03*

*FY10 \$106,683,484.36*

*(The difference between received and approved can be due to phased projects)*

**What is projected value of approved IT equipment and consultant services procurements in fiscal year 2011 and 2012?**

*Approved IT Spend Total Executive Branch Agencies (software/hardware/services) FY11 to Date:*

*FY 11 \$106 m*

*FY 12 The strategic/tactical planning is not complete for FY12 but OIT will continue to review in-line with current policies.*

3. In its reply to Discussion Point #47 in the OLS FY 2009-2010 Department of the Treasury Budget Analysis, the OIT commented on the status of several **IT initiatives that were jeopardized because of the moratorium on the procurement of IT equipment and consultant services**, according to the OIT's written follow-up response to a question raised during the Department of the Treasury's budget hearing before the Assembly Budget Committee on April 15, 2008: a major upgrade to the Garden State Network (a statewide integrated communications network) to meet the projected growth in network demands; the replacement of enterprise servers and storage; the replacement of agency servers and PCs that are near the end of their useful life; the replacement of business applications that are more than 20 years old (payroll, financials, personnel); and the development of software and hardware for the retention and search of electronic records to better respond to requests for discovery from the courts.

*First*, the OIT acknowledged the slow progress in migrating the Garden State Network from a leased line-based infrastructure to an infrastructure leveraging the fiber optic network of the New Jersey Turnpike Authority. The office estimated that absent the migration, it would cost \$2 million to \$8 million more per fiscal year to accommodate the increase in network traffic through the leasing of additional lines from telecommunications vendors.

## Discussion Points (Cont'd)

*Second*, the OIT reported progress in the replacement of enterprise servers and storage in that an antiquated and labor-intensive backup environment for servers was replaced with a comprehensive virtual tape library infrastructure and in that the OIT received a 50 percent discount from a vendor to upgrade two of its enterprise servers. *Third*, the OIT stated that it managed to provide OIT server capacity for agency applications and to house agency servers instead of having agencies replace their servers. *Fourth*, the OIT noted that due to budgetary constraints there was little progress on the replacement of major centralized administrative systems, and that the office explored incremental upgrades in lieu of replacements. *Fifth*, the OIT reported that an internal committee was finalizing a report containing recommendations as to implementation strategies for an enterprise-wide e-mail archiving solution. In addition, a separate work group met to address urgent, litigation-induced e-mail archiving needs of the Department of Environmental Protection, the Department of Transportation, and the State Police.

- **Questions:** Please report on the status of each of the following projects that the OIT would like to undertake: the migration of the Garden State Network to a fiber-based infrastructure; the replacement of enterprise servers and storage; the replacement of agency servers; the development of business applications to replace applications that are more than 20 years old (payroll, financials, personnel); and the finding of an IT solution to e-mail archiving and electronic records retention needs. Has the internal committee presented implementation strategies for an enterprise-wide e-mail archiving solution? If so, please summarize the strategies and explain which one(s) the OIT is pursuing. Has a solution been found to the urgent e-mail archiving needs of the Department of Environmental Protection, the Department of Transportation, and the State Police? If so, please outline the solution.

### ***OIT Responses to OLS Questions-Request for Status, section 3:***

**The migration of the Garden State Network to a fiber-based infrastructure;**

#### **Next Generation GSN Node Facilities**

Strategic Benefits for the State of New Jersey

- Increased bandwidth capacity, targeted 20 gig each direction on protected fiber ring, reduced latency, end to end Quality of Service (QOS), full convergence support, Data, Voice and Video, reduced cost to taxpayer, utilizing current optical technologies, standardized enterprise network architecture, future support for Judicial Branch (AOC) backbone,
- Goal: \$2,907,834.00 in yearly cost avoidance (elimination of Cross LATA circuit charges)

## Discussion Points (Cont'd)

- Elimination of Legacy Garden State Network ATM core infrastructure
- Avoid ATM Replacement Costs, estimated at \$5,000,000 to \$6,000,000

### Current Project Status:

With the completion of the Northern Dark Fiber Ring the Next Generation Garden State Network is now positioned to add significant carrier services into key locations in the State. The vision of building a statewide dark fiber network with protected on-ring presence in each of the state's major data centers and core network locations has been realized and fulfilled. We have already co-located the GSN next gen rings with the carrier Ethernet networks in each LATA and are using our own MPLS technologies to seamlessly provision the carrier Ethernet services for State of New Jersey Executive Branch clients. After installing the base routing equipment to light the northern ring the next step will be to enable the Next Gen MPLS network to carry the states legacy Frame and ATM networks. This step will effectively eliminate our entire installation of legacy ATM equipment which has passed the end of life milestone.

### **The replacement of enterprise servers and storage;**

*OIT also achieved success in replacing the mainframe that supports the Health Education and Social Services affinity group as well as by establishing a corresponding state-hosted disaster recovery capability, eliminating over \$500,000 of external service provider cost.*

*The next replacement challenge will be the servers that support any executive branch agency Web sites, and many agency Web-based applications. The goal is to consolidate over 100 servers into 20 or fewer up-to-date servers.*

*In the storage technology area, OIT achieved success in replacing an antiquated and labor-intensive backup environment for mainframes with a comprehensive virtual tape library infrastructure. Two additional key storage replacement initiatives are underway: the network used to connect servers with storage, and the system used to back up the servers.*

### **The replacement of agency servers;**

*OIT continues to work with agencies to encourage adoption of the shared enterprise server environment rather than proliferating agency servers.*

### **Development of Business Applications to Replace Applications that are more than 20 years old (payroll, financials, and personnel):**

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*OIT and the IT Modernization Team have developed an overall strategy with the primary administrative agencies of Treasury and the Civil Service Commission to address the major business applications which process the State's Budget, Procurement, General Ledger, Pensions Payroll, Centralized Payroll and Human Resources. The strategy is to utilize off-the-shelf products when possible to replace legacy systems.*

**(Status of) The finding of an IT solution to e-mail archiving and electronic records retention needs.**

*See Below*

**Has the internal committee presented implementation strategies for an enterprise-wide e-mail archiving solution? If so, please summarize the strategies and explain which one(s) the OIT is pursuing. Has a solution been found to the urgent e-mail archiving needs of the Department of Environmental Protection, the Department of Transportation, and the State Police? If so, please outline the solution.**

- a. *OIT has implemented an interim enterprise email environment utilizing Microsoft Exchange. OIT has created this environment to function as an internal cloud services environment to agencies. The interim enterprise email environment provides for email, calendaring, archiving (vaulting), journaling and eDiscovery tools. Several agencies have been migrated into the environment and migration planning continues with the Department of Environmental Protection and a number of other agencies. Discussions are beginning with the Motor Vehicle Commission. The environment was constructed in an incremental manner so as to expand as new clients are planned for inclusion.*
  - b. *The Department of Environmental Protection has acquired and implemented an internal archiving solution for email which will be continued as a component separate from the enterprise email environment in order to meet their immediate needs but will work in concert with the new environment.*
  - c. *Discussions with the Department of Transportation regarding inclusion into the new interim enterprise email environment have been ongoing.*
  - d. *There are no plans at this time to include the State Police into the interim enterprise email environment or for OIT to provide to the State Police an email archiving solution. However OIT is available for consultation on options.*
4. On September 15, 2010, the OIT accepted a \$39.6 million matching fund award from the federal State Broadband Data and Development Program for the **"The State of**

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**New Jersey Broadband Network”** project. The OIT is to use the federal moneys, as well as the State’s \$11.6 million matching contribution, to deploy an interoperable 700 MHz public safety wireless broadband network in the Northern Jersey Urban Area Security Initiative region, which covers the counties of Bergen, Essex, Hudson, Middlesex, Morris, Passaic, and Union. If successful, the project will enable 167 local, county, and State law enforcement agencies and 224 fire departments to use the network. The network will allow paramedics to stream critical patient data to hospital personnel; give law enforcement officers field access to records management systems for criminal, fingerprint, and mug shot information; provide firefighters with access to building blueprints and infrastructure diagrams; and improve situational awareness at incident command posts through video applications. The initiative is intended to serve as a demonstration project for the national implementation of 700 MHz interoperable public safety wireless broadband networks.

Funds for the broadband network were provided through the American Recovery and Reinvestment Act of 2009. The act allocated \$4.7 billion to the National Telecommunications and Information Administration (NTIA) in the United States Department of Commerce to support the deployment of broadband infrastructure, enhance and expand public computer centers, encourage the sustainable adoption of broadband service, and develop and maintain a nationwide public map of broadband service capability and availability. The funds are awarded to the states through NTIA’s State Broadband Data and Development Program.

- **Questions:** Please report on the status of “The State of New Jersey Broadband Network” project. What is the timeline towards the project’s completion? What project stages have been completed? Is the project on schedule? If not, what factors and challenges account for the delay? Please explain the processes through which local governments were consulted in the project’s planning phase, if any.
- Please indicate the strategy the OIT intends to deploy to meet the \$11.6 million matching fund requirement. Please explain whether any of the federal funds awarded under the State Broadband Data and Development Program are being used to create positions that are new to OIT. If so, please indicate whether the positions will be permanent or temporary. Does the State’s matching fund contribution to the project divert resources from projects that would have been pursued absent the State Broadband Data and Development Program grant award? If so, what projects are being deferred, scaled back or discontinued?

***OIT Responses to OLS Questions, section 4:***

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**Please report on the status of “The State of New Jersey Broadband Network” project. What is the timeline towards the project’s completion? What project stages have been completed? Is the project on schedule? If not, what factors and challenges account for the delay?**

*The implementation and deployment of the UASI-based Broadband Public Safety Network is moving forward as projected. The timeline for a substantially complete network by August 2012 and fully complete network by August 2013 is a grant requirement mandated by the National Telecommunications and Information Administration (NTIA).*

*OIT is in communication with the NTIA on a weekly basis to review project milestones and to ensure compliance with grant terms. Since the Broadband Public Safety Network is based on Long Term Evolution (LTE), a new, rapidly evolving wireless technology, both NTIA and OIT recognize that substantive changes to the specifications and/or national interoperable framework may impact the project schedule. Both organizations are prepared to work together to adjust the milestones as appropriate or necessary.*

**Please explain the processes through which local governments were consulted in the project’s planning phase, if any.**

*During the grant application process, local government entities were kept abreast of the State’s strategy for the application. Also, in 2010 a presentation about the network was delivered at the League of Municipalities annual conference. Further communication will occur when a vendor is selected and a preliminary design is complete.*

**Please indicate the strategy the OIT intends to deploy to meet the \$11.6 million matching fund requirement.**

*To meet the \$11.6 million matching fund requirement, OIT determined that an in-kind match of existing tower values is the most appropriate strategy given the state’s fiscal condition. Using a fair market value of the proposed 77 tower sites that will house the radio access equipment, OIT estimated that each tower has a value of \$150,000.*

**Please explain whether any of the federal funds awarded under the State Broadband Data and Development Program are being used to create positions that are new to OIT. If so, please indicate whether the positions will be permanent or temporary.**

*For clarity, there are two separate and distinct broadband grants (1) Broadband Technology Opportunities Program (BTOP) for which the \$11.6 million match applies*

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*and (2) State Broadband Data and Development Program (SBDD/Broadband Mapping), an entirely separate grant that is not affiliated with BTOP and will be addressed in question five.*

*The new position funded under the BTOP grant is permanent. This FTE that is intimately familiar with the network design and grant requirements to manage the network on an ongoing basis. As the development of the network advances, additional positions may be needed.*

**Does the State's matching fund contribution to the project divert resources from projects that would have been pursued absent the State Broadband Data and Development Program grant award? If so, what projects are being deferred, scaled back or discontinued?**

*OIT offered an in-kind match of \$11.6 million based on tower valuation. There is no cash match. The in-kind match does not adversely impact another project.*

5. In FY 2010 and FY 2011, OIT received another combined \$4.9 million in matching funds from the **federal State Broadband Data and Development Program**. The OIT is to use the award, as well as the State's \$1.2 million contribution thereto, for: a) the creation of a broadband program office that will coordinate statewide broadband activity, identify gaps in broadband usage, and develop recommendations for accelerating broadband adoption; b) the provision of training, consulting, online resources, and technology sustainability planning to small businesses and institutions of higher education so as to support broadband-based curriculum delivery and e-commerce development; and c) the collection, over five years, of broadband-related data and the identification and implementation of best practices.

- **Questions:** Please provide an update on OIT's implementation of the award agreement with the federal State Broadband Data and Development Program. Has the OIT created a broadband program office? If so, please list, by job title category, the number of full-time positions allocated to the office. What activities does the office currently undertake? Please explain the efforts the OIT is deploying to help small businesses develop e-commerce operations and to assist institutions of higher education in broadband-based curriculum delivery? Please comment on the kind of best practices the OIT is to identify and implement under the grant agreement and provide a status update thereon.
- Please explain whether any of the federal funds awarded under the State Broadband Data and Development Program are being used to create positions that are new to OIT. If this money is being used for new or expanded

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activities, will the new or expanded activities be continued in FY 2013 and beyond? If so, how will they be funded? Does the State's matching fund contribution to the project divert resources from projects that would have been pursued absent the State Broadband Data and Development Program grant? If so, what projects are being deferred, scaled back or discontinued?

### *OIT Responses to OLS Questions, section 5:*

**Please provide an update on OIT's implementation of the award agreement with the federal State Broadband Data and Development Program.**

*The State Broadband Data and Development Program (SDBB/Broadband Mapping) grant was awarded in two parts. OIT was initially awarded \$1.9 million in February 2010 to conduct data collection and planning activities. The grant was later amended in September 2010 for an additional \$2.9 million.*

**Has the OIT created a broadband program office? If so, please list, by job title category, the number of full-time positions allocated to the office. What activities does the office currently undertake?**

*The amended portion was not available to OIT until February 2011. It is that portion of the grant that requires the establishment of a Broadband Office. Currently, OIT is in the process of developing job scopes that will satisfy the grant requirements.*

**Please explain the efforts the OIT is deploying to help small businesses develop e-commerce operations and to assist institutions of higher education in broadband-based curriculum delivery? Please comment on the kind of best practices the OIT is to identify and implement under the grant agreement and provide a status update thereon.**

*Once the Broadband Office is established, OIT will meet with stakeholders and/or representatives from Community Anchor Institutions (hospitals, community colleges and universities, community centers, libraries, small business centers, etc.) throughout the state to encourage them to further embrace broadband technologies as part of their core service offerings. A significant portion of the outreach will include a "train the trainer" model where OIT will work with small business centers to introduce staff to broadband with the expectation that they will then share that knowledge with their clientele.*

**Please explain whether any of the federal funds awarded under the State Broadband Data and Development Program are being used to create positions that are new to OIT. If this money is being used for new or expanded activities, will the new or**

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expanded activities be continued in FY 2013 and beyond? If so, how will they be funded? Does the State's matching fund contribution to the project divert resources from projects that would have been pursued absent the State Broadband Data and Development Program grant? If so, what projects are being deferred, scaled back or discontinued?

*The SDBB/Broadband Mapping grant will create two new positions in OIT. The new activities are limited to the duration of the grant, and are not expected to be extended. The matching funds are in-kind dollars in staff time, equipment, and data sets provided by OIT and its vendor, Telcordia Technologies. There is no cash match; therefore no resources are being diverted from any other existing or projected projects.*

6. In its January 2010 report to the Transition Team of Governor-Elect Christie, the Treasury Subcommittee lamented that the current model of splitting the responsibility for the management of information technology in State government between the OIT and the information technology offices in State agencies did not work. To rationalize the State's management of information technology, the Treasury Subcommittee recommended the consolidation of information technology centers and all technology into OIT as the one central agency responsible for all the State's equipment and software. In addition, the Treasury Subcommittee recommended that OIT's Chief Technology Officer report to a single cabinet member as opposed to reporting directly to the Governor as is currently the case.

P.L.2007, c.56 reorganized OIT consistent with the provisions of Executive Order #42 of 2006. The restructuring instituted OIT as **State government's central information technology (IT) management and oversight body**. The law, however, did not consolidate all IT operations in the office, as agencies may continue to run some IT functions if OIT deems such devolution more cost-effective and efficient than rigorous consolidation. According to the IT reform model that is being implemented, OIT should become the central authority for the State's shared information technology infrastructure. Under the office's oversight, individual agencies or affinity groups (organized IT communities of interest spanning several State agencies) would eventually assume the responsibility for the development of their business applications.

- **Questions:** Subsequent to the issuance of the transition report to Governor-Elect Christie by the Treasury Subcommittee, has the OIT renewed its study of the optimal organizational structure to provide information technology services to State government? If so, please share the findings of the examination. Will responsibility for the State's equipment and software be exclusively consolidated in the OIT? Will the OIT abandon its hybrid organizational model that centralized in the OIT the responsibility for the

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**State's shared information technology infrastructure but not the responsibility for developing business applications?**

### *OIT Responses to OLS Questions, section 6:*

**Subsequent to the issuance of the transition report to Governor-Elect Christie by the Treasury Subcommittee, has the OIT renewed its study of the optimal organizational structure to provide information technology services to State government? If so, please share the findings of the examination.**

*Discussions are ongoing and several options are being considered.*

**Will responsibility for the State's equipment and software be exclusively consolidated in the OIT?**

*No. OIT, and others involved in planning initiatives, will determine which equipment may be better hosted at the OIT, the agency itself or a private entity. Software would follow suit.*

**Will the OIT abandon its hybrid organizational model that centralized in the OIT the responsibility for the State's shared information technology infrastructure but not the responsibility for developing business applications?**

*The Office of Information Technology (OIT) has assumed overall responsibility for the control and security of our statewide digital infrastructure, including our IT networks, server and storage devices, and desktop and mobile computers. Each agency's IT Director is responsible for the day-to-day management and operation of the agency-specific infrastructure components and is responsible to OIT's Chief Technology Officer with respect to all matters related to the planning, operation, control and security of our statewide digital infrastructure.*

7. The OIT has fully implemented the new governance structure established in P.L.2007, c.56. A nine-member New Jersey Information Technology Governing Board heads the **reorganized OIT** and determines strategic direction, standards, and funding priorities. A Chief Technology Officer runs OIT's day-to-day operations and coordinates IT operations across the Executive branch. To facilitate interoperability and the sharing as well as leveraging of technology, four Deputy Chief Technology Officers have responsibilities for IT management, planning, and budgeting within four Affinity Groups, or communities of interest that intersect several State agencies (Administrative Services; Health, Education, and Social Services; Public Safety; and Business and Community Services). State agency IT directors obtain guidance from their Affinity Group's Deputy Chief Technology Officer, but are accountable to their department

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heads. A Project Review Board—composed of representatives from OIT, the Office of Management and Budget in the Treasury, and the Purchase Bureau in Treasury's Division of Purchase and Property—reviews and monitors all large scale IT projects in the Executive branch.

- **Questions:** Please comment on OIT's experiences with the new governance model. Has it helped to rationalize the management of the State's IT resources as intended? Has OIT become aware of any shortcomings in the governance structure that might justify additional modifications? If so, what changes would OIT support?
- Please comment on the interplay between the Deputy Chief Technology Officers and the State agency IT directors. To what extent do State agency IT directors follow the guidance given by Deputy Chief Technology Officers? Given that State agency IT directors are accountable to their department heads, does OIT guidance trump agency instructions in the mind of the typical agency IT director if instructions conflict? What means does the OIT have to ensure that its enterprise-wide views prevail over the narrow department-centric focus of the department heads in case of conflicting directives?

### *OIT Responses to OLS Questions, section 7:*

**Please comment on OIT's experiences with the new governance model. Has it helped to rationalize the management of the State's IT resources as intended? Has OIT become aware of any shortcomings in the governance structure that might justify additional modifications? If so, what changes would OIT support?**

*The governance model meets agency demand. For most projects, the Business Case Review (BCR) and Strategic Architecture (SAR) processes are sufficient and effective as the participants in the process include the 'experts'. These processes insure a project meets enterprise goals as applicable.*

**Please comment on the interplay between the Deputy Chief Technology Officers and the State agency IT directors.**

*The DCTO's serve as liaisons and customer service agents between the departments and OIT. The role is evolving from being mostly geared toward Applications Development to encompassing the wide range of enterprise services OIT offers as well as agency business processes. The team is extensively involved with their agency partners.*

**To what extent do State agency IT directors follow the guidance given by Deputy Chief Technology Officers?**

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*Cooperation is good and supported by mandatory processes (BCR and SAR).*

**Given that State agency IT directors are accountable to their department heads, does OIT guidance trump agency instructions in the mind of the typical agency IT director if instructions conflict?**

*We have not encountered a situation that could not be solved via meeting with the agency heads.*

**What means does the OIT have to ensure that its enterprise-wide views prevail over the narrow department-centric focus of the department heads in case of conflicting directives?**

*The System Architecture Review, or SAR, is a process that brings sponsors, administrators and technologists together to help ensure that technology solutions for the State of New Jersey are conceived, designed, developed, and deployed in an effective and efficient manner, to maximize the benefits and functionality of the technology, while minimizing its cost and risk. The SAR ensures compliance with existing standards and practices, controlled introduction of new technologies and services, and appropriate reuse of existing technology, to increase returns on investment and decrease total costs of ownership.*

8. As part of the new OIT governance structure, an interim **Project Review Board**—composed of representatives from OIT, the Office of Management and Budget in the Treasury, and the Purchase Bureau in Treasury’s Division of Purchase and Property—reviews, approves, and monitors IT projects that typically exceed \$1 million in costs. Replying to OLS discussion point #44 in the FY 2009-2010 Department of the Treasury Budget Analysis, the OIT stated that it envisioned that entities undertaking a project subject to board review and oversight will have to submit monthly project progress reports to the board. The board has the authority to continue, hold or stop a project but has no additional authority to hold an agency accountable.

- **Questions:** Please indicate whether all projects monitored by the Project Review Board are now subject to a monthly reporting requirement. Please list all projects with a value in excess of \$1 million that the Project Review Board has reviewed since inception, indicating for each project whether the board has approved or rejected it, whether or not the project has been completed, as well as its original and most current cost projection. How many projects does the board currently monitor? How many new projects did the board begin monitoring in FY 2011? Please provide three examples of projects that the Project Review Board rejected and briefly explain the rationale for rejecting the projects.

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### ***OIT Responses to OLS Questions, section 8:***

**Please indicate whether all projects monitored by the Project Review Board are now subject to a monthly reporting requirement.**

*While there is no specific directive for monthly reporting, each DCTO is responsible for staying involved in large agency projects. For example, The DCTO for Public Safety attends regular meetings at the MVC on MATRX. Change orders and most purchases must come through the OIT for approval which also serves as a mechanism for staying in check. In addition, the CTO speaks regularly with department heads and participates in several executive-level committees.*

**Please list all projects with a value in excess of \$1 million that the Project Review Board has reviewed since inception, indicating for each project whether the board has approved or rejected it, whether or not the project has been completed, as well as its original and most current cost projection.**

*These statistics are not readily available.*

**How many projects does the board currently monitor?**

*PRB meets quarterly to review projects over \$5million. All other projects go through the SAR process.*

**How many new projects did the board begin monitoring in FY 2011?**

*Approximately 11, however, many of the projects have several components. For example, IT Modernization is an overhaul of many of the systems that serve Treasury clients. See response to Section 3: Development of Business Applications to Replace Applications that are more than 20 years old (payroll, financials, and personnel) for more detail.*

**Please provide three examples of projects that the Project Review Board rejected and briefly explain the rationale for rejecting the projects.**

*None in FY11.*

9. The OIT's **Program Management Office (PMO)** supports the Project Review Board in its charge of reviewing, approving, and monitoring IT projects that typically exceed \$1 million in value. In addition, the PMO coordinates multi-agency IT initiatives and guides in-house staff on application development and implementation, engagement management, project management and control, risk assessment and mitigation, cost estimation, and

## Discussion Points (Cont'd)

integrated planning. The PMO, however, does not actively participate in the management of IT projects. The office also participates in the review of strategic and tactical plans to ensure that agency projects conform to the State's Enterprise Architecture structure. It also reviews all procurement requests to facilitate compliance with tactical plans and to find opportunities for cost savings. In response to Discussion Point #39 in the FY 2008-2009 Department of the Treasury Budget Analysis, the OIT indicated that the PMO was planning to implement a Quality Assurance function for IT projects and to adopt a framework for facilitating the delivery of high-quality IT services. Due to budgetary constraints, however, the OIT has abandoned the initiative. In response to Discussion Point #45 in the FY 2009-2010 Department of the Treasury Budget Analysis, the OIT indicated that the PMO had 18 staff members.

- **Questions:** How many employees does the Program Management Office (PMO) have in FY 2011 and is budgeted to have in FY 2012? Have the PMO's responsibilities changed in the last two years? If so, what are the office's responsibilities today? What have been the accomplishments of the PMO in FY 2011? Has the OIT made any progress in implementing a Quality Assurance function for IT projects and in adopting a framework for facilitating the delivery of high-quality IT services? If so, please comment on the progress. If not, please indicate whether the OIT has any concrete plans to implement a Quality Assurance function for IT projects and to adopt a framework for facilitating the delivery of high-quality IT services in the near future.

### ***OIT Responses to OLS Questions, section 9:***

**How many employees does the Program Management Office (PMO) have in FY 2011 and is budgeted to have in FY 2012? 12 in FY2011 –**

*For FY2011 there are 13 employees in the PMO.*

**Have the PMO's responsibilities changed in the last two years?**

*The PMO no longer supports the OIT Planview (timekeeping)/project tracking system or the OIT billing system.) In June 2010, part of the Telecommunications Unit joined the PMO, which manages numerous telecommunications contracts and also has some operational duties in support of call center/IVR consolidation/implementation.*

**If so, what are the office's responsibilities today?**

*IT Contract Management  
Telecommunications Contract Management  
Tactical Plan review*

## Discussion Points (Cont'd)

*Agency procurement review*  
*Agency RFP review*  
*Integrated Planning Process (IPP/SAR)*  
*Agency IT asset management*  
*Member of the ARMS (Automated Records Management Systems) Committee*  
*Research and advisory services*  
*OIT Forms Control*

### What have been the accomplishments of the PMO in FY 2011?

- *New contracts implemented –IT staff augmentation, Quality Assurance/Project Management, server racks (based on a GSA contract)*
- *Through negotiation for a discounted volume purchase of PCs, the State was able to save \$2,581,775.00*
- *RFPs released with bids under evaluation– Telecom equipment, Video teleconferencing, Radio equipment*
- *New procurement tracking system went live in July 2010, which provides for quicker review times and more accurate data.*
- *147 detailed project reviews*
- *Review and processing of approximately 1,000 external procurements.*

**Has the OIT made any progress in implementing a Quality Assurance function for IT projects and in adopting a framework for facilitating the delivery of high-quality IT services?**

*A Quality Assurance/Project Management contract was implemented 12/1/2010, which agencies can use to procure these services. OIT recommends and in some cases will require agencies to use the Quality Assurance Services for contracts which may be off schedule. OIT has documented the Method of Operation for proper use of the contract.*

**If so, please comment on the progress. If not, please indicate whether the OIT has any concrete plans to implement a Quality Assurance function for IT projects and to adopt a framework for facilitating the delivery of high-quality IT services in the near future. See answer above.**

10. The OIT has been pursuing a three-phased strategy to **consolidate the State's shared information technology (IT) infrastructure**. In the first phase, the office strives to physically collocate mission-critical IT equipment to reduce the number of data centers and energy consumption, and to improve IT disaster recoverability. Phase 2 involves the use of the procurement review process to optimize the IT infrastructure through platform consolidation or virtualization. Phase 3 calls for service integration across affinity groups to improve service delivery and internal processes. To that end,

## Discussion Points (Cont'd)

the OIT intended to draft Service Level Agreements (SLAs) templates that would be used within the Executive branch to specify the technical support services OIT would provide to client agencies.

Responding to Discussion Point #42 in the OLS FY 2009-2010 Department of the Treasury Budget Analysis, the OIT noted that Phase 1 progress in migrating equipment to a central location was slow due to a lack of available computer room floor space at OIT facilities. At the time of responding, the OIT was in the middle of its first test case, the consolidation and move of the Department of Transportation data center into the OIT HUB data center. In addition, the OIT was working with the Division of Property Management and Construction in the Department of the Treasury to: a) relocate the Department of Health and Senior Services data center to an OIT data center and b) relocate printing operations and related equipment from its HUB data center so as to free up additional computer room floor space. In its response, the OIT also listed several successes in Phase 2 of the consolidation strategy, and stated that it had drafted an SLA for the consolidation of the Department of Transportation data center that would serve as the model for all future consolidations in Phase 3 of the consolidation strategy.

- **Questions:** Please provide an update on the implementation of the three-phased consolidation strategy for the State's shared IT infrastructure. Have responsibilities for the State's shared IT infrastructure been shifted to or from OIT following the start of the reorganization? If so, which responsibilities have been transferred and according to which rationale? Does the OIT feel that it is receiving broad overall support from client agencies in its quest to reorganize the delivery of State IT services? Which agencies are stalling? Who settles disputes between the OIT and client agencies about who should be performing certain functions?
- Please indicate whether the consolidation of the Department of Transportation data center into the OIT HUB data center and the relocation of the Department of Health and Senior Services data center into an OIT data center have been completed. If so, are the benefits of the consolidations as OIT expected or have there been unanticipated complications? If not, by which date will the consolidations and relocations be completed? Have printing operations been relocated from the HUB data center? If not, what are OIT's plans regarding the relocation of printing operations? What other equipment does the OIT plan to migrate to central locations in the future as part of Phase 1 of the consolidation strategy? Has the OIT secured sufficient funding for the migration of additional equipment to central locations?
- Please provide a few examples of the progress the OIT has made in the last two years in implementing: a) Phase 2 of the consolidation strategy for the

## Discussion Points (Cont'd)

State's shared IT infrastructure (the use of the procurement review process to optimize the IT infrastructure through platform consolidation or virtualization), and b) Phase 3 of the consolidation strategy (service integration across affinity groups). Please list the Service Level Agreements (SLA) into which the OIT has entered with client agencies. Please submit a copy of a SLA with the Department of the Treasury, if available.

### *OIT Responses to OLS Questions, section10:*

Please provide an update on the implementation of the three-phased consolidation strategy for the State's shared IT infrastructure. Have responsibilities for the State's shared IT infrastructure been shifted to or from OIT following the start of the reorganization? If so, which responsibilities have been transferred and according to which rationale? Does the OIT feel that it is receiving broad overall support from client agencies in its quest to reorganize the delivery of State IT services? Which agencies are stalling?

*The consolidation strategy remains intact.*

Who settles disputes between the OIT and client agencies about who should be performing certain functions?

*Disputes are generally settled through discussions, negotiations at senior management level.*

Please indicate whether the consolidation of the Department of Transportation data center into the OIT HUB data center and the relocation of the Department of Health and Senior Services data center into an OIT data center have been completed. If not, by which date will the consolidations and relocations be completed?

*The consolidation of the DOT data center into the Hub data center is scheduled to be completed in FY11.*

*Consolidation of the DHSS environment was completed and installed into the River Road data center in FY10.*

If so, are the benefits of the consolidations as OIT expected? Or have there been unanticipated complications?

*The DOT consolidation will allow for the adoption of standard operational procedures and automation of manual processes that can support enterprise architecture through maximizing state assets, value, and flexibility from a service delivery perspective. This will*

## Discussion Points (Cont'd)

*become an enabler for cross-platform automation, realignment of staff to business across state agencies, and the use of shared IT resources in addressing gaps in the state's IT infrastructure support structure. Furthermore, the consolidation will reduce the cost of purchases incurred via agency-specific solutions. For example, reducing server footprint through virtualization to a consolidation ratio of 6:1, reducing power consumption similarly.*

**Have printing operations been relocated from the HUB data center? If not, what are OIT's plans regarding the relocation of printing operations?**

*OIT is considering outsourcing its print business.*

**What other equipment does the OIT plan to migrate to central locations in the future as part of Phase 1 of the consolidation strategy? Has the OIT secured sufficient funding for the migration of additional equipment to central locations?**

*OIT is in active discussions regarding call center systems consolidations as well as IT equipment from three to four smaller agencies.*

**Please provide a few examples of the progress the OIT has made in the last two years in implementing: a) Phase 2 of the consolidation strategy for the State's shared IT infrastructure (the use of the procurement review process to optimize the IT infrastructure through platform consolidation or virtualization),**

*The procurement review process provides our Infrastructure Support Services unit a view into what agencies are requesting to purchase. This allows OIT to understand the need and either approves the purchase or recommends and facilitates consolidation/virtualization.*

*An example of virtualization is the enterprise hosting platform, which minimizes the proliferation of standalone servers. Another example of virtualization is the continued expansion of the enterprise storage area network, which has increased in capacity by about 25% in the past two years to keep up with increased agency demand. An example of platform consolidation is the case of e-mail services, which for several agencies, including OIT, have been consolidated in the Enterprise e-mail infrastructure.*

**And b) Phase 3 of the consolidation strategy (service integration across affinity groups:**

*Service integration across affinity groups has progressed over the past twelve months. Emphasis is being placed on three key areas: eligibility determination, fraud detection and Health Information Technology (HIT).*

## Discussion Points (Cont'd)

Please list the Service Level Agreements (SLA) into which the OIT has entered with client agencies. Please submit a copy of a SLA with the Department of the Treasury, if available.

*Service Level Agreements have been replaced with performance indicators which are published on <http://yourmoney.nj.gov/transparency/performance/>*

11. In cooperation with IT organizations in Executive branch agencies, OIT has developed the “**State of New Jersey Information Technology Strategic Plan for Fiscal Years 2008 through 2010.**” The plan expresses goals, objectives, and strategies in six IT areas: governance, statewide efficiencies, enterprise architecture, e-government, security, and IT workforce management.

- **Questions:** Has the OIT adopted a successor to the “State of New Jersey Information Technology Strategic Plan for Fiscal Years 2008 through 2010?” If not, is that strategic plan still guiding IT strategies and action plans today and when will a new strategic plan take effect? If there is a new State of New Jersey Information Technology Strategic Plan for fiscal year 2011 and thereafter, please provide a copy thereof. What are the most important changes in the new strategic plan relative to the prior strategic plan?

### *OIT Responses to OLS Questions, section 11:*

**Has the OIT adopted a successor to the “State of New Jersey Information Technology Strategic Plan for Fiscal Years 2008 through 2010?”**

*An updated strategic plan is scheduled for release in June 2011.*

**If not, is that strategic plan still guiding IT strategies and action plans today and when will a new strategic plan take effect?**

*OIT is a dynamic organization and though the previous Strategic Plan may be guiding us, we are in continual “development” mode. Emerging technologies require OIT to continually rethink and reshape the future course. OIT is working on a Strategic Plan and is expecting to issue it by June 2011.*

**If there is a new State of New Jersey Information Technology Strategic Plan for fiscal year 2011 and thereafter, please provide a copy thereof.**

*An updated strategic plan is scheduled for release in June 2011.*

## Discussion Points (Cont'd)

**What are the most important changes in the new strategic plan relative to the prior strategic plan?**

*In the new plan, we envision that OIT will adopt new strategies that will incorporate newer technologies and innovative IT solutions to streamline service delivery and maximize resources.*

12. A goal under the "State of New Jersey Information Technology Strategic Plan for fiscal years 2008 through 2010" was to **maximize the efficient delivery of agency IT services through the cost-effective use of all State IT resources**. Among the initiatives was the completion of an inventory of statewide IT assets and services, the completion of an infrastructure consolidation assessment and plan for all agencies, the establishment of statewide IT data sharing policies to increase efficiencies of data collection and use among different layers of government, and the creation of a formal process by which OIT and the Division of Local Government Services in the Department of Community Affairs meet periodically with all 21 of the county IT officers as a group and communicate with them on an ongoing basis so as to identify areas where the State and its counties could join resources to achieve greater statewide efficiencies.

As of the OIT response to Discussion Point #46 in the OLS FY 2009-2010 Department of the Treasury Budget Analysis, the OIT has completed the inventory of statewide IT assets and services and established statewide IT data sharing policies. On an ad hoc basis, it has also been working with local governments concerning the modernization of equipment to promote radio interoperability, the use of State assets by local governments as the Garden State Network (a statewide integrated communications network) migrates from a leased line-based infrastructure to a fiber-based infrastructure, and the use and expansion of broadband and related interconnectivity. The OIT also intended to form a statewide broadband committee with local governments, institutions of higher education, other State entities, and the New Jersey Network to make recommendations for the expansion and optimal use of broadband technology. Lastly, the OIT noted that the detailed infrastructure consolidation assessment, though performed for some agencies, had not been completed.

- **Questions:** Please provide an update on the infrastructure consolidation assessment. Has the assessment been completed? If not, by which date does OIT expect its completion? What have been the results of the assessment? Does OIT perceive a potential for significant cost savings? Has an infrastructure consolidation plan been adopted? If not, by which date does OIT expect its completion? If so, please submit a copy of the plan.
- Please elaborate on OIT's outreach to county IT offices and its efforts to jointly leverage resources. What progress has been achieved in collaborating with local governments concerning the promotion of radio interoperability, the use of

## Discussion Points (Cont'd)

broadband technology, and the use of the Garden State Network and existing State-owned fiber resources by local governments? Has the cooperation expanded beyond these spheres of activity? If so, please describe the new projects.

- Please indicate whether a statewide broadband committee has been formed and relate any recommendations the committee may have issued concerning the optimal use of broadband technology by public entities in New Jersey. Has the committee played a part in preparing the application to the National Telecommunications and Information Administration in the United States Department of Commerce that resulted in a \$39.6 million federal grant award to the OIT for the New Jersey Broadband Network project (see Discussion Point #4)? If so, please describe the committee's involvement. Will the grant award affect the work of the committee?

### *OIT Responses to OLS Questions, section 12:*

Please provide an update on the infrastructure consolidation assessment. Has the assessment been completed? If not, by which date does OIT expect its completion? What have been the results of the assessment? Does OIT perceive a potential for significant cost savings? Has an infrastructure consolidation plan been adopted? If not, by which date does OIT expect its completion? If so, please submit a copy of the plan.

*Infrastructure consolidation assessment continues on an agency-by-agency or case-by-case basis as the scale of the effort required to perform an assessment across all agencies at once, exceeds the available resources. Nevertheless, the current approach is yielding results on an agency scale, a computer room scale, and at a technology platform scale.*

Please elaborate on OIT's outreach to county IT offices and its efforts to jointly leverage resources.

*OIT's GIS unit has significant direct involvement with local government, primarily counties. Much of the base data that is used by county and municipal GIS systems is maintained and/or distributed by OIT, including aerial imagery, municipal boundaries, elevation, and roads. This results in substantial cost avoidance by reusing the same data in multiple agencies rather than creating duplicate data sets. We also establish standards and coordinate data creation to ensure that data created by the counties is consistent across the state. The best example of that is the GIS representation of tax lot boundaries. That data is maintained at the county level, but it is tied to our statewide municipal boundary layer and OGIS has established data standards to ensure that the county data sets can be integrated together to create a near-statewide layer (Essex County does not have the data) representing tax lots. That data set is used extensively both at the local level and by state agencies.*

## Discussion Points (Cont'd)

*Additionally, OIT maintains regular contact with the Department of Community Affairs on IT matters and other technology issues. Also, there will be a 2-day NJ Digital Government Summit at the Trenton Marriott in October 2006 and May 2008, and will do so again this coming May 2011. This Summit offers the unique chance for NJ State, Municipal, and Local Government management and staff to come together to share success stories and lessons learned in the application of Information Technology.*

### **What progress has been achieved in collaborating with local governments concerning the promotion of radio interoperability?**

*In 2009 the Office of Information Technology formally acquired the responsibility of administering public safety interoperable communications programs and merged it with existing 9-1-1 responsibilities through Reorganization Plan No. 001-2009. In January 2011 Governor Christie signed into law S-2315 which advances the governance of public safety communications and 9-1-1 to an effective, broad based configuration that will guide 9-1-1, Public Safety Interoperable Communications and the State's Public Safety Wireless Broadband initiative. Appointments to the Public Safety Communications Commission and Advisory Council are in process with the first meeting expected to convene June 2011.*

*OIT, in collaboration with the four Homeland Security Regions and State Agencies has begun the foundation for a statewide land mobile radio system that can be leveraged by municipal, county and state agencies in a cost effective, shared environment. OIT is actively discussing partnerships with the Cities of Newark and Trenton, the Counties of Burlington, Camden, Gloucester and Mercer. Once the Public Safety Communications Commission is functional the first order of business will be to establish policies and procedures for participation in this shared system.*

### **What progress has been achieved in collaborating with local governments concerning the use of broadband technology?**

*The Federal Communications Commission (FCC), through a waiver of auction, granted New Jersey a license to utilize a certain radio frequency for public safety communications. The NTIA then invited all waiver recipients to submit or resubmit an application for BTOP funding that focused on the use of the 700 MHz spectrum. The NTIA directed OIT to re-scope the proposed service area under its second application from a statewide wireless and fiber network to one that only included the UASI region and focused public safety and specifically on providing the network to first responders. The NTIA awarded New Jersey \$39,638,152 based on the revised second round application to build a wireless public safety network in the UASI region with a plan for the operation and maintenance of the network once it is constructed.*

*OIT will work closely with local jurisdictions to maximize use of the new broadband network.*

## Discussion Points (Cont'd)

What progress has been achieved in collaborating with local governments concerning the use of the Garden State Network and existing State-owned fiber resources by local governments? Has the cooperation expanded beyond these spheres of activity? If so, please describe the new projects.

*Many county and local government entities use the GSN to communicate with the State. The CTO works closely with local governments to identify additional opportunities.*

Please indicate whether a statewide broadband committee has been formed and relate any recommendations the committee may have issued concerning the optimal use of broadband technology by public entities in New Jersey. Has the committee played a part in preparing the application to the National Telecommunications and Information Administration in the United States Department of Commerce that resulted in a \$39.6 million federal grant award to the OIT for the New Jersey Broadband Network project (see Discussion Point #4)? If so, please describe the committee's involvement. Will the grant award affect the work of the committee?

*The Statewide Broadband Planning and Coordination Committee was formed in July 2009 for the express purpose of developing a strategy for the submission of grant applications for Broadband Technology Opportunities Program (BTOP) and State Broadband Data and Development Program (SBDD Broadband Mapping) funding. Both funding opportunities were made available under the American Recovery and Reinvestment Act (ARRA). The BTOP award of \$39.6 million and \$4.9 SBDD/Broadband Mapping award are a direct result of work performed by that Committee.*

13. In response to Discussion Point #48 in the OLS FY 2009-2010 Department of the Treasury Budget Analysis, the OIT stated that fiscal constraints had dampened the development of the **enterprise data warehouse environment**. As a result, OIT's focus would shift to maintaining the current production environment, reacting to emergency information requests, developing data warehousing projects, and introducing additional enhancements. The OIT also projected that the hardware platform hosting the data warehouse environment would need to be refreshed within the next two to three years. The enterprise data warehouse is a dynamic database environment dedicated to providing a single, comprehensive view of the enterprise and a reliable source of consistent information for financial and strategic decision-making for the enterprise as a whole.

- **Questions:** Please detail any steps the OIT has taken in the last two years to further develop the enterprise data warehouse environment. Please explain whether the hardware platform hosting the data warehouse is still in need of being refreshed. If it has already been refreshed, please indicate the timing and cost of that action and provide a projection as to the length of time the OIT projects will

## Discussion Points (Cont'd)

**lapse before the next such action will become necessary. If the hardware platform has not been refreshed, please share by which date the OIT expects such an action to be necessary, the initiative's anticipated cost, its expected benefits, and the likely impact of delaying the refreshing of the hardware platform. Does the data warehouse currently meet the needs of State government?**

### ***OIT Responses to OLS Questions, section 13:***

**Please detail any steps the OIT has taken in the last two years to further develop the enterprise data warehouse environment.**

*OIT has continued to develop the enterprise data warehousing environment to the greatest extent possible within the fiscal constraints. From Fiscal Year 2008 through Fiscal year 2012 we will have received eight different grants, totaling approximately \$2,400,000, to develop and enhance data warehousing solutions, primarily in the public safety sector. These grants have enabled the environment to continue to mature while producing tangible integrated reporting solutions not previously possible.*

*The following steps have been taken over the past two years:*

- Deployed the Governor's YourMoney Transparency Web Site, improving on the initial New Jersey Checkbook deployed in the fall of 2009.*
- Completed the first two releases of the Department of Transportation data warehouse, TransInfo, integrating eight different operational systems, and using common reference data.*
- Completed the fourth release of the CRASH data warehouse, integrating crash report, Emergency Medical Service (EMS), motor vehicle, and fatal investigation data for the first time for analytical purposes.*
- Completed an EMS subject area for the Office of Emergency Medical Services for all EMS incidents, not just crash responses, providing a mechanism to enable analysis of ALS, career BLS, and volunteer BLS response data for the first time. This environment was also leveraged to produce a data interchange with the federal government that was compliant with the NEMSIS interoperability format.*
- Established a criminal justice subject area in the data warehousing environment to support a number of analytic and integration initiatives. While this area is being sourced at this time by Department of Corrections and Parole Board data, it will eventually evolve to include offender and adjudication data from other agencies and the Judiciary. It has been built to be compliant with the Criminal*

## Discussion Points (Cont'd)

*Justice Information Systems (JIS) definitions of the National Information Exchange Model (NIEM) that defines a standard government interoperability format.*

- Established a social services subject area in the data warehousing environment to facilitate information integration and analysis in the health and social services area. The initial efforts are focused on integrating data from the Division of Children's Behavioral Health Services in the Department of Children and Families with data from the NJ-SPIRIT system.*
- Building the first Human Resources analytic system using data from multiple state enterprise systems already in the data warehousing environment in addition to new sources of data. This will enable analysis of employee and position data across multiple dimensions aggregated from multiple sources.*
- Migrating the independent data files used in the state's FOCUS environment, a thirty-five year old technology not updated since 2003 into the enterprise data warehousing environment and providing access to that data using current-generation reporting and analysis tools.*
- Engaged with units of the Motor Vehicle Commission (MVC) to create a true motor vehicle subject area in the enterprise data warehousing environment that integrates data from the MATRX and vehicle emissions systems with revenue data and other sources, to provide a true integrated view.*
- Continue to use the data warehouse as the source for new data feeds to other systems.*

**Please explain whether the hardware platform hosting the data warehouse is still in need of being refreshed.**

*We expect that the next refresh of our data warehouse hosting environment will occur in the next two to three years.*

**If it has already been refreshed, please indicate the timing and cost of that action and provide a projection as to the length of time the OIT projects will lapse before the next such action will become necessary. (See response directly below)**

**If the hardware platform has not been refreshed, please share by which date the OIT expects such an action to be necessary, the initiative's anticipated cost, its expected benefits, and the likely impact of delaying the refreshing of the hardware platform.**

*Once refreshed, the benefits are:*

- Ten-to-fifteen times faster performance and throughput for the same data.*

## Discussion Points (Cont'd)

- *The need for only ten to twelve percent of the current storage footprint.*

### Does the data warehouse currently meet the needs of State government?

*Yes.*

14. Replying to Discussion Point #48 in the OLS FY 2009-2010 Department of the Treasury Budget Analysis, the OIT stated that the quality of the data in the enterprise data warehouse environment was well within industry and government guidelines due to extensive cross-checking of data in the source systems before entering the data warehouse for public consumption. The office suggested, however, that the State could improve on its **data governance** in general. Specifically, the OIT would like to see the identification of data stewards within agencies who understand the definition of the data in particular areas and who can make decisions on appropriate data definitions, access, and use. The office also recommended the establishment of a governance board to develop overall policies, resolve definition disputes that cross agency domains, and serve as the data steward for universal data at the enterprise level.

- **Questions:** Please relate whether the OIT has promoted improved data governance practices within State government and whether those efforts have borne fruit. Have data stewards been designated in State agencies? Has a governance board been established to develop overall policies, resolve definition disputes that cross agency domains, and serve as the data steward for universal data at the enterprise level? If no progress has been achieved in implementing improved data governance practices, does the OIT intend to push them in the near future?

### *OIT Responses to OLS Questions, section 14:*

**Please relate whether the OIT has promoted improved data governance practices within State government and whether those efforts have borne fruit.**

*OIT is in the process of drafting a data governance policy that is part of an overarching data management policy. We identify data stewards for each subject area or system that our data architecture unit models. We have worked with several agencies on developing local data governance.*

**Have data stewards been designated in State agencies?**

*We have worked with the Department of Transportation to pilot a data governance program, and it has identified its data stewards and implemented a data stewardship policy.*

## Discussion Points (Cont'd)

**Has a governance board been established to develop overall policies, resolve definition disputes that cross agency domains, and serve as the data steward for universal data at the enterprise level?**

*A governance board is being considered as part of an overall policy that is being developed.*

**If no progress has been achieved in implementing improved data governance practices, does the OIT intend to push them in the near future?**

*Policies have been drafted and reviewed and comments are being incorporated. We have piloted data governance in one agency. We intend to release the policies and reinstitute the Data Governance Council before the end of Fiscal Year 2011.*

15. According to the Office of the State Auditor's December 2008 audit report on **Statewide Data Privacy**, OIT has significantly enhanced the privacy of confidential data. Nonetheless, the State Auditor concluded that personal data maintained at State agencies might still be at risk of unauthorized disclosure because of a lack of existing security policies and procedures. To remedy that shortcoming, the State Auditor recommended the promulgation of statewide data security policies on portable data storage devices and data encryption. In addition, the State Auditor advised the drafting of consistent and comprehensive agreements with third parties that require the safeguarding of the confidentiality of personal and confidential information.

Responding to Discussion Point #49 in the OLS FY 2009-2010 Department of the Treasury Budget Analysis, the OIT reported progress on all aspects of data security for which the State Auditor recommended improvements. Regarding the drafting of comprehensive agreements with third parties that require the safeguarding of the confidentiality of personal and classified information, the OIT expected to publish by the end of fiscal year 2009 policies and procedures documents on extranet connections that third parties use to access confidential information on State servers. The office anticipated that these documents would cover a significant aspect of third party connectivity concerns. In addition, the OIT had developed a draft Third Party Access Policy that was supposed to take effect by the end of fiscal year 2009.

Regarding the promulgation of statewide data security policies on portable data storage devices, the OIT noted that its Statewide Office of Information Security had crafted a draft Portable Computing and Storage Device Protection policy, which it intended to finalize before the end of fiscal year 2009. Moreover, the OIT had worked with State agencies to develop security requirements and implementation specifications for device protection; had assessed the functionality of some device protection products, including

## Discussion Points (Cont'd)

device encryption technologies; had negotiated pricing for device protection products with some vendors; and had advised State agencies in February 2009 of the products' availability.

Regarding the promulgation of statewide data security policies on data encryption, the OIT explained that the complexity and costliness of data encryption make it impossible to draft a meaningful comprehensive data encryption policy. Instead, the OIT's Statewide Information Security Office was developing security protection policies that are based on employing technology-unspecific controls, reflecting the OIT's adoption of data controls that, according to the OIT, provide protection similar to data encryption in a more cost-effect manner. Specifically, the Statewide Office of Information Security was crafting policies for access control and user management that militate for the ongoing monitoring of information assets based on access controls. In addition, the office pursued file-level encryption, which was already part of its database management service policies. Moreover, the OIT noted that it implemented a Vulnerability Management Program for all State agencies, under which infrastructure devices were scanned for known vulnerabilities to better protect information. All agencies had received training in the use of these services and the OIT had started to work with agency staff to begin a baseline scan of each segment of the Garden State Network (a statewide integrated communications network).

- **Questions:** Please indicate whether the following policies and procedures have taken effect, and, if not, please explain the reason(s) for their non-adoption: 1) policies and procedures on extranet connections that third parties use to access confidential information on State servers, 2) the Third Party Access Policy, 3) the Portable Computing and Storage Device Protection policy, and 4) a foundational policy for access control and user management along with associated policies in support of ensuring information is protected. To the best of OIT's knowledge are the policies and procedures being followed or has the OIT become aware of instances of noncompliance? Please describe any significant developments in the area of statewide data security over the last two years.
- Please provide an update on the Vulnerability Management Program. Have all infrastructure devices and the Garden State Network been completely scanned? If not, when does the OIT expect the scan to be finished? What have been the results and outcomes of the scans? Was the data security as high before the scans as the OIT thought? If applicable, please describe instances in which the State tightened data security as a result of the scans.

### ***OIT Responses to OLS Questions, section 15:***

## Discussion Points (Cont'd)

**Please indicate whether the following policies and procedures have taken effect, and, if not, please explain the reason(s) for their non-adoption: 1) policies and procedures on extranet connections that third parties use to access confidential information on State servers, 2) the Third Party Access Policy:**

*NJOIT continues to enhance its security framework based on ISO 27002 which consist of 10 major security controls as well as certain NIST standards where applicable to insure the protection of its information assets across the executive branch in a consistent, uniform fashion.*

*Based on the security controls and NIST standards, NJOIT has defined, created and published a number of policies, standards and procedures.*

- Extranet Policy, Procedure, and Memorandum of Understanding (MOU).*
- Asset Classification and Control Policy and Procedure*
- RFP Security Controls - NJOIT worked with Purchase and Property and defined and provided RFP content on security controls which will be incorporated into RFPs. This clearly defines the necessary security controls the contractor must adhere to which includes data confidentiality, security standards and a security plan.*

*Based on the RFP security controls, NJOIT will be modifying the Third Party Access Policy. The Third Party Access Policy will now become the Contracted and Sub-Contracted Entities Access Policy and Procedure.*

*In addition to the steps taken by NJOIT, it also defined and is in the process of creating a number of policies, standards and procedures.*

- Workforce Security*
- User Access Management*

### **The Portable Computing and Storage Device Protection policy:**

*Based on the security controls and NIST standards, NJOIT has defined, created and published a policy for Portable Computing and Removable Storage Devices. Emerging security threats continue to challenge the public and private sectors, and NJOIT will continue to work with State agencies in establishing security standards and best practices for protecting the computing environment against the emerging threats.*

## Discussion Points (Cont'd)

**A foundational policy for access control and user management along with associated policies in support of ensuring information is protected:**

*As stated above NJOIT continues to enhance its security framework based on ISO 27002 which consist of 10 major security controls as well as certain NIST standards where applicable to ensure the protection of its information assets across the executive branch in a consistent, uniform fashion.*

**To the best of OIT's knowledge are the policies and procedures being followed or has the OIT become aware of instances of noncompliance?**

*State agencies are aware of the known policies and procedures. NJOIT has been working with the State agencies in assessing, mitigating and evaluating the security safeguards.*

*Policies and Procedures are very important to the Security Framework, but the framework also offers other security controls that State agencies will benefit from. NJOIT is meeting with the State agencies' security contacts as well as meeting with the State agencies' IT directors and security contacts about security standards and controls.*

**Please describe any significant developments in the area of statewide data security over the last two years:**

*As stated Policies and Procedures are very important, but the technology is just as important to minimize the security threats. NJOIT is working with the State agencies in establishing and implementing 2 factor authentication (user id/password and security code), and encryption when transporting and storing of data.*

*OIT has acquired the licensing of database encryption technology for the entire enterprise Oracle database shared hosting environment. We are deploying this encryption through our regular maintenance/upgrade process as we move to Oracle version 11g. We are investigating encryption options for our enterprise Microsoft SQL Server database shared hosting environment.*

**Please provide an update on the Vulnerability Management Program. Have all infrastructure devices and the Garden State Network been completely scanned? If not, when does the OIT expect the scan to be finished? What have been the results and outcomes of the scans? Was the data security as high before the scans as the OIT thought? If applicable, please describe instances in which the State tightened data security as a result of the scans.**

## Discussion Points (Cont'd)

*NJOIT has implemented and continues to enhance its Vulnerability Management Program. This program is an important component of the Security Framework's security controls. The vulnerability assessment scans mission critical assets and identifies vulnerabilities. State agencies can schedule scans and receive reports. The State agencies are then able to remediate any known vulnerabilities. Using this same technology, State agencies are able to scan all devices within their assigned networks.*

*The scans have identified and provided resolutions to known vulnerabilities, allowing NJOIT and the State agencies to further protect and safeguard the State's mission critical assets.*

*The vulnerability scans are not a onetime scan. Security threats are increasing and new vulnerabilities are identified. It is very important for the program to continue and establish a schedule to assess, mitigate and evaluate the program and the State's assets.*

16. In its August 2007 audit report on the Board of Public Utilities (BPU), the State Auditor advised improving **computer applications the BPU used in the management of underground utility safety programs**. The State Auditor deemed inadequate the application tracking data on the location of interstate gas pipelines and their inspection status under the Pipeline Safety Program. The State Auditor also stated that meaningful analysis of incidents with underground facilities under the "Underground Facility Protection Act" pursuant to P.L.1994, c.118 (C.48:2-73 et seq.), was impossible because the current computer application could not provide adequate data. The law requires excavators to call a toll-free number three days prior to excavation and companies to mark their underground facilities near the excavation to prevent damage. Responding to Discussion Point #50 in the OLS FY 2009-2010 Department of the Treasury Budget Analysis, the OIT noted that it approved a request for proposal for the project in April 2009, which was then sent to the Department of the Treasury for approval.

- **Questions:** Please provide an update on the status of the envisioned improvements of the computer applications the BPU uses in the management of underground utility safety programs. Has the project been completed? If not, at which development stage is the project currently and by which date does the OIT expect its completion?

### ***OIT Responses to OLS Questions, section 16:***

- *The Board of Public Utilities (BPU) has worked with OIT to create a RFP that will reengineer the existing databases. This includes the One-Call Database and the creation of a new Pipeline Safety Database.*

## Discussion Points (Cont'd)

- *In September 2010 the RFP was released for bid. Vendors responded and formal bids were submitted.*
- *At the present time the evaluation committee, which consists of representatives from the BPU, OIT, and the State Purchase & Property is evaluating the proposals.*

*The reengineering of the databases will satisfy the areas where the Board was found insufficient therefore allowing for the electronic filing of reports, the uploading of pictures and various documents to assist the field inspectors. Field inspectors will also be allowed to upload information / pictures & reports in real time via portable units at the site of the inspection.*

17. In its September 2010 **audit report on the Office of Information Technology Data Center**, the State Auditor pointed to weaknesses in OIT's asset management system and recommended that the OIT accurately inventory and track the data center's hardware, software, applications, and the applications' platforms. Properly tracking IT assets improves their management and protects them from theft, misuse, and abuse. In response, the OIT conceded that its "outdated" Fixed Asset Inventory Reporting System (FAIRS) complicated asset accounting and management. The office indicated, however, that it was in the process of improving accountability for inventory assets and that it would evaluate the application software portion of the asset inventory in calendar year 2011. The OIT also mentioned that, as a part of its Change Management and Compliance initiative, it would work towards creating a cohesive inventory environment that addressed data center asset management, software compliance, change management, and financial management requirements.

The State Auditor also recommended the strengthening of controls over physical access at the three-component OIT Data Center: the HUB data center, which houses a mainframe computer and client servers, processes mission-critical applications for the State, and provides State printing processes; the River Road data center, which hosts a mainframe computer and a server farm for clients, processes mission-critical applications for the State, and includes control centers that function as the help desk for all State departments; and the OIT Availability and Recovery Site (OARS), which serves as the State's backup and recovery, business continuity, and disaster recovery site. In the report, the State Auditor remarked that 544 badge-holders had access to at least one of the three data centers and questioned whether all of them needed the access. The State Auditor also noted the absence of written policies and procedures on the issuance, removal, and monitoring of access badges; and the fact that access to the data centers was not logged and monitored. Accordingly, the State Auditor recommended that the OIT adopt policies and procedures on granting access to these sites, further revise the access levels so as to restrict access to personnel required to have it, and actively monitor the access security system. The OIT did not address these recommendations in its audit response.

## Discussion Points (Cont'd)

- **Questions:** Please comment on OIT's efforts since the audit to improve the accountability for inventory assets at its data center. Has the OIT begun to evaluate the application software portion of the data center's asset inventory? By which date does the OIT expect the evaluation's completion? Is the fixed asset inventory up-to-date? What efforts must be deployed to ensure that the entire data center inventory will remain up-to-date? How frequently does the OIT carry out an inventory? Please explain the objectives and the work plan of the Change Management and Compliance initiative.
- Please indicate whether the OIT intends to adopt policies and procedures on granting access to the three data center sites. If so, by which date will they be implemented? If not, for which reasons will the OIT not craft them? Please describe any adopted policies and procedures. What steps will the OIT take, if any, to restrict access to the data center sites and to actively monitor their access security system?

### ***OIT Responses to OLS Questions, section 17:***

**Please comment on OIT's efforts since the audit to improve the accountability for inventory assets at its data center.**

*Concerning OIT's efforts since the audit to improve the accountability for inventory assets at its data center, a simple change was made. The all important asset serial number entries are now uniform.*

**Has the OIT begun to evaluate the application software portion of the data center's asset inventory? By which date does the OIT expect the evaluation's completion?**

*OIT has begun to evaluate the application software inventory using OIT's distributed environment inventory, Automated Servers and Application Inventory (ASAI) for its servers and applicable software.*

**Is the fixed asset inventory up-to-date? What efforts must be deployed to ensure that the entire data center inventory will remain up-to-date?**

*Yes.*

**How frequently does the OIT carry out an inventory?**

*OIT carries out an inventory annually to meet OMB CL 11-17-OMB's reporting requirements.*

## Discussion Points (Cont'd)

**Please explain the objectives and the work plan of the Change Management and Compliance initiative.**

*The work plan for the Change Control Management uses the Information Technology Infrastructure Library (ITIL) processes since the autumn of 2008. ITIL provides a cohesive set of best practices, drawn from the public and private sectors internationally and is said to be the most widely accepted approach to IT service management world-wide.*

*All configuration changes are now tracked and facilitated through automated tools in accordance with OIT's ITIL Plan.*

**Please indicate whether the OIT intends to adopt policies and procedures on granting access to the three data center sites. If so, by which date will they be implemented? If not, for which reasons will the OIT not craft them?**

*OIT is in the process of drawing up policy and procedures on Data Center access. A target date for this policy to be published is FYE, 06-30-11. The policy may address specifics to each data center, as well as, overall policy concerning the three locations.*

**Please describe any adopted policies and procedures.**

*Adopted policies and procedures to be incorporated into the data center access policy will be the use of HR's Identity Management System (IDM). An individual manager will determine the extent of access granted once a need is determined. Role based access will be the goal.*

**What steps will the OIT take, if any, to restrict access to the data center sites and to actively monitor their access security system?**

*OIT has an on-going process to reduce access to the HUB Computer and Print rooms to only authorized personnel.*

18. The OIT is responsible for administering telecommunications billings of State departments, whereas the departments are actively managing their telecommunications services. On July 7, 2010, the Office of the State Comptroller released its audit report on OIT's Billing and Contracting for Telecommunications Services. In the report, the State Comptroller indicated that following a review of the State's monthly telephone usage reports the State Comptroller identified **18,625 unused land-based telephone lines and 1,394 unused wireless telephone lines**. The State Comptroller estimated that the subsequent termination of the lines would save the State \$3.2 million annually and

## Discussion Points (Cont'd)

recommended that the OIT identify inactive lines in the future through periodic reviews of telephone usage reports and ask the departments' telephone coordinators to justify the continued need for the zero-usage lines. In its audit response, the OIT stressed that as managers of their own telecommunications services, departments must notify phone service operators of unneeded lines and that beginning in FY 2007 State departments had received several notices asking them to terminate unused lines. The OIT would nonetheless start to periodically review monthly telephone usage reports so as to identify dormant lines. Moreover, the OIT suggested that each department's human resources offices become involved in the issuance of telephone disconnect notifications, as these offices are cognizant of personnel changes.

- **Questions:** Please comment on the frequency with which the OIT intends to periodically review monthly telephone usage reports so as to identify dormant telephone lines. If the OIT has already performed a review, have any unused lines been terminated after the OIT contacted departments to alert them to the existence of seemingly unused lines? For how long does a line have to be inactive before the OIT will ask a department about its continued need? Has the OIT managed to enlist the help of departments' human resources offices in identifying unused lines that ought to be terminated? If not, has the OIT reached out to departments to advocate for the involvement of human resource offices?

### ***OIT Responses To OLS Questions, Section 18:***

**Please comment on the frequency with which the OIT intends to periodically review monthly telephone usage reports so as to identify dormant telephone lines.**

*Usage reports will be reviewed on an on-going basis, but not less than every three months.*

**If the OIT has already performed a review, have any unused lines been terminated after the OIT contacted departments to alert them to the existence of seemingly unused lines?**

*OIT has been actively disconnecting OIT zero usage lines.*

**For how long does a line have to be inactive before the OIT will ask a department about its continued need?**

*OIT's Billing Report will encapsulate 3 months of non-usage and requires review by individual agencies as Potentially Zero Usage lines.*

## Discussion Points (Cont'd)

**Has the OIT managed to enlist the help of departments' human resources offices in identifying unused lines that ought to be terminated?**

*Notification was sent to the HR reps throughout the state requesting that outgoing staff hand in wireless devices and that their landline numbers get reported to the agency Phone Coordinator for deactivation. Additionally, OIT holds a quarterly telephone coordinators meeting where we press agencies to continue their review of lines and deactivating unused lines.*

**If not, has the OIT reached out to departments to advocate for the involvement of human resource offices? *NA***

19. In its July 2010 audit report on OIT's Billing and Contracting for Telecommunications Services, the Office of the State Comptroller commented on the assignment to employees of State-issued **cellular wireless devices** (cell phones, blackberries, air cards, etc.). Pursuant to Department of the Treasury, Circular Letter No. 04-06-OIT, Assignment and Use of Cellular Wireless, each State agency establishes its own policies and guidelines for employees' use of State-issued cellular wireless devices. The Circular Letter prescribes; however, that each individual wireless device assignment be based upon the need to have constant communication and that the benefits of the assignment justify the costs. Departments are to document an assignment's justification and maintain "appropriate records" of all device issuances. The State Comptroller found that departments' recordkeeping varied vastly and that out of a random sample of 518 devices, 426 devices, or 82 percent, did not have documentation justifying their assignment. To alleviate this shortcoming, the State Comptroller recommended the development of a uniform policy governing the issuance of wireless devices that requires departments to assess and document the costs and the benefits of assigning a device. In its audit response, the OIT stated that it would revise the State's current telephone policies to include some of the State Comptroller's recommendations.

In reply to Discussion Point #50 in the OLS FY 2009-2010 Department of the Treasury Budget Analysis, the OIT reported that 18,069 cellular devices were issued in FY 2009, which marks an annualized increase of 30.8 percent over the 3,613 devices issued in FY 2003. According to the OIT, estimated FY 2009 expenditures for cellular wireless devices totaled \$7.7 million.

- **Questions:** Please indicate whether the OIT has developed and issued specific uniform standards guiding departments' assignment of wireless devices to employees and the documentation thereof. If so, please summarize the new policies. If not, please indicate whether the OIT is still intending to issue specific uniform standards and by which date the OIT expects them to take

## Discussion Points (Cont'd)

- effect. Which entity ensures agency compliance with cellular device directives? Does the OIT have access to departments' documentation justifying the issuance of wireless devices? If not, does the OIT favor requiring departments to file with the OIT their justifications for assigning wireless devices to employees?
- What was the actual number of State-issued cellular wireless devices in FY 2010? What is the projected number of State-issued cellular wireless devices in FY 2011 and FY 2012? Please provide a breakout of the number of cellular wireless devices issued in FY 2011 by State agency. What is the estimated budgetary outlay for supporting State-issued cellular wireless devices in FY 2010, 2011, and FY 2012?

### *OIT Responses to OLS Questions, section 19:*

Please indicate whether the OIT has developed and issued specific uniform standards guiding departments' assignment of wireless devices to employees and the documentation thereof.

*A Policy / Circular letter on the "Assignment and Use of Cellular Wireless devices" has been developed and is being channeled through an approval process. Target time for issuance is May 2011.*

If so, please summarize the new policies.

*Each Executive Branch State Department/Agency is responsible for establishing its own internal policy and guidelines for the use of wireless devices by employees within their Department. The agency policy must align with the OIT policy and may be more restrictive, but should never be less restrictive. A copy of the agency policy must be maintained on file with the Department's Telecommunications Coordinator and a copy must be sent to OIT's Telecommunications' Unit.*

*The agency policy must include, but is not limited to the following topics:*

- *Periodic coordinated reviews of usage and termination reports*
- *An annual inventory of wireless devices*
- *A notification requirement for when an employee separates from the agency or no longer requires the use of the wireless device*

If not, please indicate whether the OIT is still intending to issue specific uniform standards and by which date the OIT expects them to take effect.

## Discussion Points (Cont'd)

*May 2011.*

**Which entity ensures agency compliance with cellular device directives?**

*Individual Agencies are expected to assure compliance and maintain documentation of issuance of a device. OIT maintains a copy of the request only.*

**Does the OIT have access to departments' documentation justifying the issuance of wireless devices?**

*No. This is solely the responsibility of the departments.*

**If not, does the OIT favor requiring departments to file with the OIT their justifications for assigning wireless devices to employees?**

*No, we expect each agency to be responsible for determining what justifications are necessary. We do keep a record of which departments get wireless devices but not how they are distributed; this is the responsibility of the Departments.*

**What was the actual number of State-issued cellular wireless devices in FY 2010?**

*FY 2010 = 17,567*

**What is the projected number of State-issued cellular wireless devices in FY 2011 and FY 2012?**

*FY2011 = 17,390*

*FY2012 = 18,259*

*We project an approximate growth of 5%. Wireless devices are essential for emergency workers, executives, 24/7 employees, trouble-shooters and health workers, to name a few. Wireless devices have enabled us to do more with less, working outside the constraints of an office or of the normal business day.*

**Please provide a breakout of the number of cellular wireless devices issued in FY 2011 by State agency.**

*2011 FYTD Cells by Agency*

<i>Agriculture</i>	<i>105</i>
<i>Banking &amp; Insurance</i>	<i>152</i>

**Discussion Points (Cont'd)**

<i>Chief Executive</i>	215
<i>Child &amp; Family / DYFS</i>	5169
<i>Commerce</i>	0
<i>Community Affairs</i>	397
<i>Corrections</i>	374
<i>Civil Service Commission</i>	40
<i>Education</i>	129
<i>Environmental Protection</i>	1207
<i>Health</i>	1060
<i>Homeland Security</i>	162
<i>Human Services</i>	1206
<i>Judiciary</i>	N/A
<i>Labor</i>	224
<i>L&amp;PS - State Police</i>	1914
<i>L&amp;PS - All Other</i>	1450
<i>Legislative Services</i>	N/A
<i>Local Mandates</i>	1
<i>Military &amp; Veterans Affairs</i>	200
<i>MVC</i>	511
<i>OIT</i>	171
<i>OIT - Emergency Loaners</i>	152
<i>Public Advocate</i>	78
<i>State</i>	23
<i>State - Public Broadcasting</i>	53
<i>State Parole Board</i>	444
<i>Transportation</i>	1046
<i>Treasury</i>	822
<i>Shared</i>	20
<b>TOTALS</b>	<b>17325</b>

**What is the estimated budgetary outlay for supporting State-issued cellular wireless devices in FY 2010, 2011, and FY 2012?**

*FY 2010 = \$7,821,018*

*FY 2011 = \$7,449,925*

*FY 2012 = Not Available*