I. <u>Project Identification</u>

Project Title: DOC OMIS

Agency Name	**Agency Business Unit**
Department of Correction	DOCM1

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II. <u>Project Description</u>

A. <u>Project Dates</u>

Proposed Start Date (MM/DD/YYYY)	**Expected Completion Date** (MM/DD/YYYY)	**Project Duration** (in months)
July 1, 2013	December 31, 2017	54

B. **Project Description -** This information will be used for listings and report to the Governor and General Assembly on capital funded projects.

> The DOC OMIS project will replace the existing set of complex, fragmented, duplicative and outdated systems with a comprehensive, modern and fully integrated system to support all CTDOC institutions (Jails and Prisons), Board of Parole and Pardons, and the Division of Community Supervision and to provide DOC offender data for consumption by other law enforcement entities (municipal, state and federal) and constituents.
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> The new system will provide a complete 360 degree view of the offender from admission to release. It will also support partner agencies at a state and federal level to share the offender data. Data will be more accurate and access to data will be increased. This will allow for greater data driven decision making and faster response times as well as enhanced communication of critical information between DOC and its criminal justice and law enforcement partners.
>
> The new system will utilize modern technology, a modular componentized architecture and a graphical user interface and allow for easy modifications to support dynamic business requirements. It will also automate a large number of business processes that are currently undertaken manually and allow for the reallocation of resources from low value tasks to high value tasks which will help the agency maximize the utility of its workforce and increase labor and capital productivity.
>
> The increased throughput and high level of automation this new system will bring will help the department deal with staff attrition and its efforts to ultimately achieve a smaller, more cost effective correction department.

C. **Summary**

Summary - Describe the high level summary of this project in plain English without technical jargon
This project entails the purchase and implementation of a market leading, modified off the Shelf (MOTS) system for managing all offender related functions within Department of Correction and the Board of Parole and Pardons. Offender related functions include (but are not limited to) intake, classification, sentence and time calculation, programs and treatment, movement, banking and commissary, parole, community supervision and reporting. The new system will conform to CJIS security requirements to ensure that sensitive and confidential information is protected at all times and transmitted via a secure encrypted network. The new system will allow for modern business practices and automation to be employed which will increase the quantity, availability and timeliness of information. The new system will allow for the use of business analytics for greater fiscal and programmatic performance measurement to occur and allow the agency the ability to expand the use of data driven decision making. Ultimately the new system will provide DOC with a new and important resource in its efforts to deal with staff attrition and to maintain and/or lower its operating costs. DOC's number one cost driver is labor. The agency's existing offender management system is labor intensive and time consuming on both the IT side and the user side. A modern offender management system will significantly assist the agency in its efforts to maximize the utility of its labor force.

Purpose – Describe the purpose of the project

DOC currently relies upon an existing set of complex, fragmented, duplicative and outdated systems (both electronic and manual) to manage its inmate population and to provide critical information to its criminal justice and law enforcement partners (as well as other partner agencies).

Implementation of this new system will increase public safety, assist in the reduction of recidivism rates in Connecticut and improve inmate outcomes through better offender management.

This project will also reduce overall costs by electronic storage and access of ALL offender data for the efficient management of offenders.

This new system will provide accurate and consistent DOC offender data to stakeholders within and outside the agency as well as support Inter-agency information sharing (Public Safety, Judicial, Federal, etc) and allow for improved and increased throughput and workflow efficiency gains and provide new capabilities and automate a large number of manual processes.

This new system will create single data entry environment eliminating redundancies and data contamination as well as build robust reporting, querying and dashboards with drill down features. Implementation of this new system will also allow DOC to retire outdated systems which are currently expensive and labor intensive to maintain and difficult to extract data from and to apply analytics to.

Importance – Describe why this project is important

DOC, by its inherent nature, has a critical need to manage and share a large amount of offender information, both internally and with a wide spectrum of criminal justice/law enforcement entities. Today this information is managed and shared using a variety of complex, fragmented, duplicative and aged mix of systems and manual processes. Currently DOC's core electronic data keeping mechanism is a mainframe based system that has been in-place since the early 1970's and has long since reached its useful life expectancy. This system is supplemented by tens of mission critical, and disjointed electronic and manual systems built in Access, Lotus Notes, Oracle Forms, Microsoft Office products, etc. This is in addition to an unknown, but large number of department individual level Access systems, mostly unmanaged by DOC MIS.

The age of the core system severely limits automating many processes/functions, the ability of the agency to operate at full efficiency and the agency's ability to effectively share critical information.

The system is also cumbersome to make changes to and in some cases the system cannot be modified to handle changes in laws and statutes. For several years, the department has used "band-aid' approaches to work around these limitations with diminishing returns and often resulting in labor intensive, and duplicative, employee effort. The current state is simply unsustainable and potentially catastrophic.

There is an urgent need to replace the disparate DOC Offender Management Information Systems.

The implementation of this new system will allow for increased throughput, elimination of date redundancy and error, more timely data availability and more powerful analytics which will allow for greater data driven decision making and faster response times as well as enhanced communication of critical information between DOC and its criminal justice and law enforcement partners.

The new system will utilize modern technology, a modular componentized architecture and a graphical user interface. It will also automate a large number of business processes that are currently undertaken

manually. It will allow for easy modifications to support dynamic business requirements.

This project will increase public safety by providing timely and accurate offender data to all stakeholders and by reducing the risk of unavailable, inaccurate or incomplete information. It will lower labor and other operational costs by streamlining processes through the implementation of modern business process design and re-engineering and automating a number of manual processes (the current system severely limits if not prohibits such activities). The new system will provide consistency and efficiency across DOC and BoPP from admission through release. It will increase the speed of decision making by leveraging the ability for data analytics through robust reporting, querying and dashboards and allow the DOC and BoPP to respond in a timely manner to legislative and other mandates related to offender management. The implementation of this new system will allow for increased throughput, elimination of date redundancy and error, more timely data availability and more powerful analytics which will allow for greater data driven decision making and faster response times.

DOC OMIS will be a complimentary system to the agency's proposed Electronic Health Records (EHR) system. Information will be shared between the two. DOC OMIS will augment and enhance the data contained in the EHR and increase the effectiveness of the EHR in improving offender health outcomes and the maintenance or reduction of healthcare costs.

The new system will allow for modern business practices and automation to be employed which will increase the quantity, availability and timeliness of information. The new system will allow for the use of business analytics for greater fiscal and programmatic performance measurement to occur and allow the agency the ability to expand the use of data driven decision making. Ultimately the new system will provide DOC with a new and important resource in its efforts to deal with staff attrition and to maintain and/or lower its operating costs. DOC's number one cost driver is labor. The agency's existing offender management system is labor intensive and time consuming on both the IT side and the user side. A modern offender management system will significantly assist the agency in its efforts to maximize the utility of its labor force.

Outcomes – What are the expected outcomes of this project

This project will increase public safety by providing timely and accurate offender data to all stakeholders and by reducing the risk of unavailable, inaccurate or incomplete information. It will lower labor and other operational costs by streamlining processes through the implementation of modern business process design and re-engineering and automating a number of manual processes (the current system severely limits if not prohibits such activities). The new system will provide consistency and efficiency across DOC and BoPP from admission through release. It will increase the speed of decision making by leveraging the ability for data analytics through robust reporting, querying and dashboards and allow the DOC and BoPP to respond in a timely manner to legislative and other mandates related to offender management. The implementation of this new system will allow for increased throughput, elimination of date redundancy and error, more timely data availability and more powerful analytics which will allow for greater data driven decision making and faster response times.

The increased availability and quantity of quality, timely law enforcement data and the vastly improved level of interoperability this system will bring will add value throughout the state's law enforcement community and environment.

It is anticipated that this new system will yield both hard and soft savings to the agency and will help the department deal with staff attrition and its efforts to ultimately achieve a smaller, more cost effective correction department. Hard savings such as paper and physical storage costs will reduce agency

expenditures. Soft savings such as improved and more efficient workflows and the ability to shed low value activities through automation will lead to a more effective corrections department and help avoid or at least curtail future cost increases.

The impacts of this comprehensive system are broad and will effect positive change in all areas and functions of the department. Some fiscal benefits of this project include:

Streamlining/Efficiency Gains: It is anticipated that this project will generate significant costs savings through the automation of business processes from manual to electronic, easier and universal access to accurate offender information and reduced cost for legacy system maintenance. This will mean, DOC personnel can be re-assigned from low value, manual tasks to high value, high return tasks. There are several areas where re-deploying personnel will increase public safety and reduce recidivism such as intelligence gathering, programs, reporting etc. Other savings include reduction in creating, maintaining, sharing and storing of large paper based inmate records. The current paper record retention requirements are up to 30 years. Savings are anticipated to begin accruing in 2015 at approximately $500,000. This will increase annually as the project is implemented and culminate w/ annual savings of approximately $2,000,000. Projected 5 year efficiency savings totals approximately $5,300,000.

Cost Avoidance: It is anticipated that this project will stem the increase of processing and managing costs beginning in 2018 (approximately $600,000) and culminate in annual cost avoidance of $1,000,000. A significant part of the cost avoidance will be driven by the reduction in the future increase of required DOC personnel and the refill rate of personnel iteration. Projected 5 year cost avoidance totals approximately $1,600,000.

Approach and Success Evaluation – Provide details of how the success of the project will be evaluated
DOC will measure the reduction in increase of DOC and BoPP operational budgets and the reduction in instances of delayed access to offender related information. DOC will track and measure the impact this project has on unit business processes, unit productivity and unit costs. Long-term, DOC will track and measure the impact of the entire project on inmate outcomes, recidivism rates and DOC costs.

D. **Business Goals**. List up to 10 key business goals you have for this project, when (FY) the goal is expected to be achieved, and how you will measure achievement, Must have at least one. Please use action phrases beginning with a verb to state each goal. Example: "Reduce the Permitting process by 50%". In the Expected Result column, please explain what data you will use to demonstrate the goal is being achieved and any current metrics.

Business Goal (Action Phase)	Target FY for Goal	Current Condition	Expected Result
Exponentially increase process and labor efficiency and improve public safety by utilizing a comprehensive system supporting all offender	The first set of implementations will begin in 2014 and will run through 2016	Managing inmates in today's environment is extremely cumbersome, labor intensive and inefficient requiring	Almost all inmate management functions will be undertaken electronically in an easy to use system which will allow

related functions at DOC from admission to release.		duplication to ensure public safety and to manage offenders.	for the re-engineering of agency business processes and the implementation of more efficient and reliable modern business practices. Additionally, the new system will provide quicker access to more and, more accurate data. Lower operational/maintenance requirements, streamlined processes and more accurate and timely data will yield operational cost savings, enhanced safety and security and better inmate outcomes.
Streamline business processes.	The first set of implementations will begin in 2014 and will run through 2016	A large number of the existing business processes are manual and others are built around DOC's outdated and labor intensive core electronic data keeping mechanism (a mainframe based system that has been in-place since the early 1970's) and other disparate, overlapping/redundant.	Almost all inmate management functions will be undertaken electronically in an easy to use system. As a result, DOC will use enhanced analytics – made available through the new system - and business process management to take full advantage of the automation, improved throughput and increased data access, accuracy and timeliness, made available through the new system, to re-engineer current processes to eliminate waste, increase productivity, enhance safety and security, enhance communication and improve inmate outcomes.

E. **Technology Goals**. From a technical perspective, following the above example, list up to 10 key technology goals you have for this project and in which Fiscal Year (FY) the goal is expected to be achieved. Please use action phrases beginning with a verb to state each goal. Example: "Improve transaction response time by 10%".

Technology Goal	Target FY for Goal
Replace the aging IT application eco-system with a modern, state of the art Commercial off the Shelf system offering significant new functionality and reduced operational cost. **Current Condition:** The current systems are fragmented, labor intensive, cumbersome and duplicative. The primary system is mainframe based with green screens and has been in existence for over 35 years. This limits the ability to make modifications and enhancements required to support business and legislative needs. It also forces a number of business processes to be undertaken completely manually. **Expected Results:** The new system will utilize modern technology, a modular componentized architecture and a graphical user interface. It will also automate a large number of business processes that are currently undertaken manually. It will allow for easy modifications to support dynamic business requirements.	The first set of implementations will begin in 2014 and will run through 2016
Consolidate the disparate Data sources into a single, comprehensive and accurate record of all offenders at DOC enabling easy access of this critical information within and outside the agency. **Current Condition:** Currently DOC and BoPP data is fragmented and duplicated across multiple electronic and manual systems. A large amount of data is also stored in paper files. This leads to confusion and limits the ability for staff to get timely accurate data and to utilize existing data. **Expected Results:** The new system will provide a complete 360 degree view of the offender from admission to release. It will also support partner agencies at a state and federal level to share the offender data. Data will be more accurate and access to data will be increased. This will allow for greater data driven decision making and faster response times as well as enhanced communication of critical information between DOC and its criminal justice and law enforcement partners.	The first set of implementations will begin in 2014 and will run through 2016

F. Priority Alignment. The criteria in this table, in concert with other factors, will be used to determine project priorities in the capital funding approval process. Briefly describe how the proposed projects will align with each criterion.

Priority Criterion	Y/N	Explanation
Is this project aligned with the Governor's Key Priorities?	Yes	This project will: 1) Implement efficient, modern business practices that result in clear and identifiable cost savings and service delivery improvements for CTDOC; 2) Provide data tools to manage costs and improve outcomes related to institutional and community based offender programs; 3) Reduce the costs to the state regarding the use and management of technology systems by eliminating antiquated, costly, inefficient, overlapping systems; and 4) increase and improve communication between DOC and its law enforcement and criminal justice partners (improving accuracy, timeliness and transparency as well as reduce costs).
Is this project aligned with business and IT goals of your agency?	Yes	This project is a part of DOC's continuing effort to transition to paperless processes using electronic records, its effort to reduce the number of different systems and platforms that must be supported and its efforts to use data more effectively to drive decision making, lower agency operating costs, improve inmate outcomes and lower recidivism rates.
Does this project reduce or prevent future increases to the agency's operating budget?	Yes	This project will reduce or prevent future increases to the agency's operating budget by: reducing the number of different systems and platforms the agency's IT staff must support; more effectively employing human capital (increasing data throughput and labor productivity) by streamlining agency business processes; reducing consumption of paper (and toner); reducing the cost of paper file storage, management and transportation; enhancing inmate outcomes through better internal coordination, treatment and population management; increasing the accuracy and timeliness if data/information and allow for improved analytics (allowing for speedier processing, faster decision making, improved ability to identify inefficient processes and change implementation): and improving and enhancing communication both internally between DOC divisions and externally between DOC and its law enforcement and criminal justice partners.
Will this project result in shared capabilities?	Yes	The project will result in improve and enhance communication and data sharing between DOC and its law enforcement and criminal justice partners at a municipal, state and federal level.
Is this project being Co-developed through participation of multiple agencies?	Yes	This project is co-developed through participation of DOC and BoPP and will support data sharing with all law enforcement and criminal justice agencies.
Has the agency demonstrated	Yes	Yes, the agency has successfully managed large IT projects

readiness to manage project of this size and scope?		including LAN/WAN expansion and the Banking and Commissary COTS solution. The agency has a clear scope, cost, vendor and timelines. The agency is also committed to provide the required subject matter experts and project personnel to successfully undertake this project.
Is the agency ready to deliver the business value proposed?	Yes	DOC will re-engineer its current business practices to take full advantage of the automation, improved throughput and increased data access, accuracy and timeliness, made available through the new system, to re-engineer current processes to eliminate waste, increase productivity, enhance safety and security, enhance communication and improve inmate outcomes.

G. **Organizational Preparedness**. Is your agency prepared to undertake this project? Is senior management committed, willing to participate, and willing to allocate the necessary time, energy and staffing resources? How will the project be managed and/or governed and who will make the key project decisions?

- Is your agency prepared to undertake this project?

  DOC and BoPP have undertaken a variety of steps and are fully prepared to undertake this project. DOC has: a clearly defined the vision, scope and budget; hired a qualified Project Manager and designated a cross functional project team; completed a current state and future needs assessment and identified requirements; and completed an RFP and identified a vendor to deliver the solution.

- Is senior management committed, willing to participate and willing to allocate the necessary time, energy and staffing resources?

  This is one of the highest priority projects and management is already engaged and is fully committed to allocate the necessary time, energy and staffing required making it a success.

- How will the project be managed and/or governed and who will make key project decisions?

  At the highest level, the project is governed by a steering committee which is chaired by the commissioner and includes senior most members of the agency management across all impacted functions.

H. **Project Ramp Up**. If capital funds are awarded for this project, how long will it take to ramp up? What are the key ramp-up requirements and have any off these already been started? For example, has a project manager been identified? Has an RFI been issued? Is a major procurement required such as an RFP?

- If capital funds are awarded for this project, how long will it take to ramp up?

  This project has already ramped up with a number of critical steps completed. A potential vendor has

been identified with whom we intend to begin negotiations. Technology purchase, customization, and implementation expected to take 36 – 42 months.

- What are the key ramp-up requirements and have any of these already been started?

  The project has an experienced project manager, a project team, has completed requirements, identified a potential vendor and is starting negotiations in early 2013.

I. **Organizational Skills**. Do you have the experienced staff with the proper training to sustain this initiative once it's a production system? Do you anticipate having to hire additional staff to sustain this? What training efforts are expected to be needed to maintain this system?

- Do you have the experienced staff with the proper training to sustain this initiative once it's a production system?

  Yes, the agency has subject matter experts to allocate to this initiative. For certain functions, some professional services contractors may be utilized.

- Do you anticipate having to hire additional staff to sustain this?

  No additional staff will be hired. The department intends to have the existing staff support the new system as the old systems are retired. Additional support will be contracted with the vendor for maintenance and enhancements. This will be budgeted within the DOC operating budget.

- What training efforts are expected to be needed to maintain this system?

  Existing staff that require training will receive training to work in the new technology platform. A training plan has been developed.

J. **Financial Estimates.** From IT Capital Investment Fund Financial Spreadsheet

Estimated Total Development Cost	Estimated total Capital Funding Request	Estimated Annual Operating Cost	One Time Financial Benefit	Recurring Annual Financial Benefit
$20,700,000	$4,375,000	$827,000	N/A	$3,000,000
Explanation of Estimates				

Total Estimated Development Cost: $20,700,000

Key Assumptions:
o The benefits associated with this project (as quantified on the Financial Benefits tab of the Investment Brief Financial Spreadsheet and below in the Recurring Annual Financial Benefit section) have not been netted out of the development costs.
o CT DOC will utilize its internal employees for lion share of project tasks to be undertaken by the state.
o Consultants will only be supplementing.
o The term consultants include contractors to be hired on an hourly basis by DOC.
o Any required training for internal state employees is budged and funded separately from this.
o These are additive required funds.
o Current general funds dedicated to IT Hardware Maintenance and Support will continue and will be redirected to the OMIS project.
o The contract will be signed with the currently chosen vendor at the price submitted in the RFP response.
o Minimal modifications to the scope and specifications as defined in the RFP.
o The project will be undertaken in 4 phases.
o The contract will be signed with the currently chosen vendor at the maintenance price as submitted in the RFP response.
o DOC will provide level 1 IT Help Desk Support and the vendor will provide level 2 support.
o Current projects making enhancements to the IT Hardware will continue.

Total Estimated Capital Funding: $4,375,000

Key Assumptions:
o CT DOC will utilize its internal employees for lion share of project tasks to be undertaken by the state.
o Consultants will only be supplementing.
o The term consultants include contractors to be hired on an hourly basis by DOC.
o Any required training for internal state employees is budged and funded separately from this.
o These are additive required funds.
o Current general funds dedicated to IT Hardware Maintenance and Support will continue and will be redirected to the OMIS project.
o The contract will be signed with the currently chosen vendor at the price submitted in the RFP response.
o Minimal modifications to the scope and specifications as defined in the RFP.
o The project will be undertaken in 4 phases.
o The contract will be signed with the currently chosen vendor at the maintenance price as submitted in the RFP response.
o DOC will provide level 1 IT Help Desk Support and the vendor will provide level 2 support.
o Current projects making enhancements to the IT Hardware will continue.

Total Estimated Annual Operating Cost:

Key Assumptions:
Continuing contractor costs are not anticipated (excluding vendor support) nor are any increase in staff support costs anticipated (We plan to shift existing IT staff to support OMIS as the systems it is rep[lacing are retired). Transition costs should be minimal. Annual operating costs include: $200,000 in annual hardware upgrades which accounts for hardware refresh and includes servers, switches, storage (refresh will begin in year 5 of the project), etc, $250,000 in annual Software Licensing Costs which includes Oracle enhancements needed to allow OMIS to stand on its own and $377,000 in annual vendor maintenance which includes vendor support and upgrades.

Some of the cost savings associated with IT staff transition <u>have</u> been netted out of the transition cost.

Total One-Time Financial Benefit: $NA

Key Assumptions:

Recurring Annual Financial Benefit: $3,000,000

Key Assumptions:

This new system has broad, comprehensive automation and efficiency implications throughout DOC. This system will replace numerous antiquated and redundant IT systems as well as automate numerous manual processes and eliminate redundant process and processes rendered obsolete or superfluous by the new system. This system will be an integral part of DOC's Custody, Security, Healthcare, Programs and Treatment, Population Management, Records, Commissary and Inmate Banking and Administration operations. Process efficiencies will be realized by all of these units.

Benefit Estimate:

<u>Streamlining/Efficiency Gains</u>: It is anticipated that this project will generate significant costs savings through the automation of business processes from manual to electronic, easier and universal access to accurate offender information and reduced cost for legacy system maintenance. This will mean, DOC personnel can be re-assigned from low value, manual tasks to high value, high return tasks. There are several areas where re-deploying personnel will increase public safety and reduce recidivism such as intelligence gathering, programs, reporting etc. Other savings include reduction in creating, maintaining, sharing and storing of large paper based inmate records. The current paper record retention requirements are up to 30 years. Savings are anticipated to begin accruing in 2015 at approximately $500,000. This will increase annually as the project is implemented and culminate w/ annual savings of approximately $2,000,000. Projected 5 year efficiency savings totals approximately $5,300,000.

<u>Cost Avoidance</u>: It is anticipated that this project will stem the increase of processing and managing costs beginning in 2018 (approximately $600,000) and culminate in annual cost avoidance of $1,000,000. A significant part of the cost avoidance will be driven by the reduction in the future increase of required DOC personnel and the refill rate of personnel iteration. Projected 5 year cost avoidance totals approximately $1,600,000.

Examples:

In today's mostly manual and paper based world, DOC personnel spend an inordinate amount of time documenting, analyzing, calculating and rechecking the same items multiple times throughout the life cycle of an offender. At the core of this is the essential record of the inmate (the inmate master file) which is 100% paper based and contains the current and historical detailed record of the offender across all incarcerations. Almost no offender related action/decision of any serious consequence can be undertaken without multiple DOC staff members reviewing these files. The new system will virtually convert the entire inmate record into electronic files. Having these records electronically will save the state significant cost in personnel hours, paper products and stationary, storage, loss/revival of historical documents, transportation of documents etc. Further, it will avoid increased cost to maintain paper based records, provide access of offender data to all DOC personnel that need it and share critical offender data with other criminal justice agencies.

Some examples of duplication and manual processes that this project will address include (but are not limited to):

Docketing and calculating of offender sentence: Upon sentencing of an offender, the records specialist spends a significant of time manually calculating jail credit and applying it in the system. The docket, jail credit etc is manually reviewed (on paper) multiple times during the life cycle of an offender. The new system will reduce the amount of labor involved in this activity and increase the accuracy of the calculations. Ultimately this translates to a reduction in labor costs and a reduction in costs associated with errors (labor and litigation expense).

Transferring of offenders from one DOC facility to another DOC facility: Thorough review of paper based master files by multiple personnel when transferring an offender from one facility to another. This review is undertaken by the sending facility and the receiving facility to ensure accuracy. The files are then transferred along with the offenders to the new facility. DOC undertakes approximately 200 transfers a day. The new system will reduce the amount of labor involved in this activity and increase the integrity of file data. Ultimately this translates to a reduction in labor costs and a reduction in costs associated with errors (labor, paper, storage, etc...).

Incident Reports: Any "incident" at DOC must be document thoroughly and accurately for review across the chain of command. Today this is documented, reported, summarized and reviewed manually. Each incident is manually counted, categorized and summary reports across the state are created manually. The new system will reduce the amount of labor involved in this activity (both in generating and reviewing reports), increase turnaround time for review and action to occur and increase the integrity of file data. Ultimately this translates to a reduction in labor costs and a reduction in costs associated with errors (labor, paper, storage, etc...).

III. <u>Expanded Business Case</u>

A. **Project Impact.** Beyond the top business goals identified in Section II, 1) What impacts will this project have, if any, in the targeted areas below 2) What would be the impact of not doing this project 3) How will the project demonstrate benefits are achieved.

(1) Impact Area (Vision)	Description of Project Impact
Will this project provide efficient and easily accessible services for all constituents?	Yes, all constituents will be able to easily access public offender data online.
Will this project promote open and transparent government with the citizens of the state?	Yes, all constituents will be able to easily access public offender data online. Additionally, DOC and BoPP will be able to provide statistical reports on offenders to all constituents including legislature.
Will this project establish efficient and modern business processes?	A critical part of this project is to re-engineer the aged, inefficient and manual business processes into efficient automated processes. This will occur throughout the

	implementation of the new system. Processes will continue to be evaluated post implementation.
Will this project increase accuracy and timeliness of data for policy making, service delivery and results evaluation?	Yes, all constituents will be able to easily access public offender data online. Additionally, DOC and BoPP will be able to provide statistical reports on offenders to all constituents including, but not limited to, the legislature.

2) What is the expected impact of NOT doing this project?

Not implementing this project will perpetuate: the labor intensive paper systems used by the agency; the need to support numerous systems and platforms (which are antiquated, costly and labor intensive to support and maintain, inefficient, and overlapping); significantly limit the sharing of data, the amount, quality and timeliness of data being shared between DOC and its law enforcement and criminal justice partners.

Without this new system DOC will experience an increase in operational cost related to the inefficiencies inherent in the current system of managing offenders under its supervision. DOC will be severely limited in its ability to identify structural and programmatic inefficiencies and to institute modern business practices. Not implementing this project will require DOC to continue to maintain and support the numerous electronic and manual systems that support the management of the agency's inmate population (including its core electronic data keeping mechanism – an outdated and labor intensive mainframe based system that has been in-place since the early 1970's). Continuance of the existing system will perpetuate an inability to provide accurate and timely offender data within and outside DOC.

DOC is experiencing a high rate of staff attrition and given current and projected fiscal constraints, staff replacement is an increasing challenge. The efficiencies inherent in a modern IT system stand to provide much needed relief in this area. We are confident that, over time, the increased throughput and high level of automation this new system will bring will help the department deal with staff attrition and its efforts to ultimately achieve a smaller, more cost effective correction department.

Failure to secure the requested IT Capital Investment funding will require the project scope to be narrowed/scaled back. This will result in some functionality being left out of the product build. It is important to note that any functionality that is not part of the product build will eventually need to be provided for, either through a later system modification or through the acquisition of separate new replacement systems for said functionality (any new replacement system will need to be integrated into or be interoperable with OMIS). It makes the most fiscal, technical and logistical sense to acquire an Offender Management System that contains all of the necessary functionality to eliminate as many stand alone systems/platforms as possible and to limit the number of separate systems that need to link to OMIS and that require specialized support. It is our opinion that not acquiring a system to meet our desired scope will ultimately increase costs to the state.

(3) How will you demonstrate achievement of benefits?

Achievement of benefits will be demonstrated by identifying a series of metrics that measure both global improvements in efficiency, labor productivity, system costs and inmate outcomes. DOC will identify systems impacted by the new system, establish specific metrics and set up data collection systems and schedules. DOC will examine labor impacts, IT costs, and materials costs as well as communication and data throughput. DOC will also examine inmate outcomes over time to measure the impact of the new system on recidivism rates. Such measures and data collection systems will be designed and online prior to full implementation of the new system. Performance will be measured and reported at predetermined intervals and used to drive decisions regarding the use of the system and

modification to system processes. Processes will continue to be evaluated post implementation (made possible by the ability to apply enhanced analytics to the new system).

B. **Statutory/Regulatory Mandates.** 1) Cite and describe federal and state mandates that this project in intended to address. 2) What would be the impact of non-compliance?

(1) Statutory / Regulatory Mandates:
NA

(2) Impact of non-compliance:
NA

C. **Primary Beneficiaries.** Who will benefit from this project (citizens businesses, municipalities, other state agencies, staff in your agency, other stakeholders) and in what way?

This project will benefit:
o Connecticut citizens will benefit from the cost savings that accrue from a modern data management system and modern business practices as well as from enhanced safety and security and better inmate outcomes and lower recidivism rates and the more efficient use of State resources as supported by tax revenue;
o DOC staff and BoPP staff will benefit from the labor and capital productivity increases that accrue from a modern data management system, modern business practices and improved/enhance communication within and outside of the agencies as well as from enhanced safety and security and better inmate outcomes;
o Other agencies and entities (especially DOC's law enforcement and criminal justice partners) at a municipal, state and federal levels will benefit improved/enhance communication within and outside of the agencies as well as from enhanced safety and security and better inmate outcomes.
o Agency policy and decision makers will benefit from the availability of more, and more accurate and timely data for greater data driven decision making and faster response times
o State policy and decision makers will benefit from the availability of more, and more accurate and timely data for greater data driven decision making and faster response times; and
o Inmates under DOC care and custody will benefit from better case management and ultimately better outcomes

and lower rates of recidivism.