



# State of Connecticut IT Strategic Plan for Fiscal Year 2026

# STATE OF CONNECTICUT INFORMATION AND TELECOMMUNICATIONS STRATEGIC PLAN FOR FISCAL YEAR 2026

September 15, 2025

*Pursuant to C.G.S. § 4d-7 as amended by P.A. 14-202, this plan provides an overview of State agency efforts to improve government efficiency through the use of technology. This plan reflects enterprise and agency efforts and includes special attention to eGovernment initiatives to put more government services online.*

Submitted By:

Chief Information Officer Mark Raymond  
Department of Administrative Services  
Bureau of Information Technology Solutions  
(860)-622-2419

[Mark.Raymond@ct.gov](mailto:Mark.Raymond@ct.gov)



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Contents

FISCAL YEAR 2026 INFORMATION TECHNOLOGY STRATEGY.....	4
STATEMENT OF VISION FOR TECHNOLOGY .....	4
BACKGROUND .....	4
CONNECTICUT ORGANIZATIONAL STRUCTURE OF TECHNOLOGY .....	4
CAPABILITIES .....	4
CURRENT TECHNOLOGY ASSESSMENT .....	5
STRENGTHS .....	5
CHALLENGES.....	6
SHARED SERVICES .....	6
WORKFORCE TRANSFORMATION .....	7
FY 2026 STRATEGIC IMPERATIVES.....	7
GOAL 1 – IT OPTIMIZATION .....	7
GOAL 2 – ACCELERATE DIGITAL GOVERNMENT SERVICES.....	9
GOAL 3 – IMPROVE CYBERSECURITY USING A “WHOLE OF STATE” APPROACH.....	11
GOAL 4 – HARNESS AND MANAGE THE POWER OF ARTIFICIAL INTELLIGENCE TECHNOLOGY .....	12
STATUTORY BASIS .....	13
STANDARDS AND GUIDELINES .....	14
AGENCY REPORTS.....	16
AGING AND DISABILITY SERVICES, DEPARTMENT OF.....	16
AGRICULTURAL EXPERIMENT STATION .....	20
BOARD OF PARDONS AND PAROLES .....	24
COMMISSION ON HUMAN RIGHTS AND OPPORTUNITIES .....	26
CONNECTICUT AGENCY OF AGRICULTURE .....	29
CONNECTICUT DEPARTMENT OF LABOR.....	32
CONNECTICUT MILITARY DEPARTMENT .....	37
CONNECTICUT STATE LIBRARY .....	40
CONNECTICUT TECHNICAL EDUCATION AND CAREER SYSTEM .....	46
DEPARTMENT OF ADMINISTRATIVE SERVICES .....	50
DEPARTMENT OF BANKING.....	63
DEPARTMENT OF CHILDREN AND FAMILIES .....	66
DEPARTMENT OF CONSUMER PROTECTION .....	73
DEPARTMENT OF CORRECTION .....	77
DEPARTMENT OF DEVELOPMENTAL SERVICES.....	80
DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT .....	84
DEPARTMENT OF EMERGENCY SERVICES AND PUBLIC PROTECTION.....	88
DEPARTMENT OF ENERGY AND ENVIRONMENTAL PROTECTION .....	93
DEPARTMENT OF HOUSING .....	100



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

DEPARTMENT OF INSURANCE .....	104
DEPARTMENT OF MENTAL HEALTH AND ADDICTION SERVICES.....	109
DEPARTMENT OF MOTOR VEHICLES .....	112
DEPARTMENT OF PUBLIC HEALTH .....	117
DEPARTMENT OF REVENUE SERVICES .....	125
DEPARTMENT OF SOCIAL SERVICES .....	128
DEPARTMENT OF TRANSPORTATION .....	150
DEPARTMENT OF VETERANS AFFAIRS .....	156
DIVISION OF CRIMINAL JUSTICE .....	161
FREEDOM OF INFORMATION COMMISSION .....	164
OFFICE OF EARLY CHILDHOOD .....	166
OFFICE OF HEALTH STRATEGY .....	173
OFFICE OF HIGHER EDUCATION .....	184
OFFICE OF POLICY AND MANAGEMENT.....	187
OFFICE OF STATE ETHICS.....	193
OFFICE OF THE ATTORNEY GENERAL .....	195
OFFICE OF THE CHIEF MEDICAL EXAMINER .....	198
OFFICE OF THE HEALTHCARE ADVOCATE .....	201
OFFICE OF THE SECRETARY OF THE STATE .....	204
OFFICE OF THE STATE COMPTROLLER .....	209
OFFICE OF THE STATE TREASURER .....	215
OFFICE OF WORKFORCE STRATEGY .....	219
STATE DEPARTMENT OF EDUCATION .....	222
STATE ELECTIONS ENFORCEMENT COMMISSION .....	226
TEACHERS' RETIREMENT BOARD .....	231
WORKERS' COMPENSATION COMMISSION .....	234



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### FISCAL YEAR 2026 INFORMATION TECHNOLOGY STRATEGY

#### Statement of Vision for Technology

To measurably improve outcomes across the State of Connecticut by leveraging the right people, processes, and technology in the delivery of reliable, secure, and cost-effective services.

#### Background

##### Connecticut Organizational Structure of Technology

In 2020, Connecticut started planning to centralize its IT services in response to the increasing technology needs. As per this report, the IT Optimization process continues to make substantial progress.

The State has established a new IT organization, the Bureau of Information Technology Solutions (BITS), housed within the Department of Administrative Services (DAS). This transition to a centralized IT structure marks a significant change in how the state delivers technology. Detailed information about this initiative can be found in the "Strategic Goals" section of this report.

Connecticut is among the few states in the U.S. that finance its IT operations primarily through appropriated funds. In contrast, most states use a chargeback system, billing agencies for technology cost by tracking and allocating usage. The Connecticut model encourages enterprise scale of offerings, however, it can hide the benefits of technology within agency budgets while shining a spotlight on technology costs.

##### Capabilities

Historically, the state has primarily concentrated its technological efforts on maintaining legacy systems and infrastructure and supporting end-users. Today, there's a growing emphasis on skills in online services, architecture, business process improvement, cybersecurity, artificial intelligence, and project management. These competencies are essential for effectively leveraging technology on a broad scale.

In the past year, the State has made notable advancements in digital governance and cybersecurity, deploying resident-facing multi-factor authentication, security vulnerability dashboards for agencies, and improved identity verification. The State is also enhancing its expertise in cloud infrastructure and automation. We continue to improve our sharing of best practices among agencies through improved collaboration and knowledge-sharing.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Current Technology Assessment

Substantial progress has been made over the last year in modernizing the state's infrastructure and applications. We now host 3,600 virtual servers on behalf of 40 state agencies. We've also avoided more than \$2.2 million in recurring costs related to overlapping or underutilized software contracts, giving us greater flexibility to invest in critical IT priorities. Additionally, we've implemented a unified Project Portfolio Management tool to manage to all BITS projects across all partner agencies providing greater visibility into project status and value realization.

On the business application front, new projects at the Department of Labor, Department of Children and Families, Connecticut State Library, Department of Veterans Affairs, and Department of Mental Health and Addition Services are delivering value to state residents. The State recognizes that the pace of technological change continues to increase.

### Strengths

Connecticut gained national recognition for its ongoing digital government efforts, earning the state its second-consecutive grade of "A-" from the Center for Digital Government and ranking it first in the nation in digital services related to transportation and motor vehicles. From the report: "In the area of digital safety, over 50 agencies have implemented a new defense and response platform — which runs on AI technology — across 38,000 devices. The upgrade both improves Connecticut's cybersecurity posture and expands the state's capabilities to respond to cyber threats appropriately."

Connecticut received an Outstanding Achievement Award in the 2025 GovX awards for Overall State Government Experience recognizing the significant strides the state has made in Digital Government over the last five years. This year's recognition focused on the SWAN project implemented within the Department of Social Services.

The State continues to improve central computing, storage, and networking, as evidenced by the movement of agencies to the Groton and Springfield data centers and the expansion of direct connections to cloud service. This year we decommissioned more than 200 physical servers, freeing up valuable space and reducing energy usage across agency offices and closed 4 mini data centers, reinforcing our commitment to a more sustainable and efficient statewide IT footprint.

Connecticut is a leader in open government and open data, providing a massive amount of information directly to the research community and to the public. The Open Data Portal at Data.CT.Gov continues to provide access to rich data sets across domains.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Challenges

Agencies continue to encounter workforce and skills challenges, which have been intensified by retirements and resignations from state service. As a result, existing staff are largely focused on maintaining legacy systems rather than driving the transformation agencies require. Ongoing budget constraints will further limit operating funds, even as the demand for modern technology skills continues to grow. To address these gaps, agencies frequently depend on outside consultants, both to pursue improvement initiatives and to supplement staff for managing current portfolios.

Although recognition of the value of leveraging data across agencies is growing, siloed application and data architecture and a minimum of standardization remain significant barriers. This lack of integration prevents agencies from realizing greater efficiencies and from fully using available data to analyze trends and identify correlations across programs.

The agency-centered approach to technology has enabled local control of IT and close alignment with agency-specific business needs. However, this autonomy also limits the sharing of solutions despite overlapping requirements, and it continues to undervalue a citizen-centric perspective focused on “whole of person” and “whole of business” needs. Progress in shifting toward this broader view is ongoing. Evidence this year includes launch of the Enterprise Scheduling capability in conjunction with the multi-agency Opportunity Centers. Future, large-scale improvements are planned in the Health and Human services sector to account for federally driven program changes.

### Shared Services

Targeted investment in shared solutions has started to show benefits across the state, both in bringing new capabilities online and in reducing the overall size of the technology portfolio. Examples include a common Identity Management Service, statewide visibility into security vulnerabilities and end-user device protections. Developing additional shared solutions that meet the needs of many different agencies will take time. Our strategy embraces continued efficiency through shared solutions. It should be noted that the delivery of efficiencies through this approach is slow as multi-agency agreements must be established and continually monitored. We have also made progress with shared platforms for API management, website content management, Citizen Identity, and low-code platforms. We are close to releasing shared services for credit card payments and appointment scheduling.

We continue to expand on our shared computing platforms, reducing our overall footprint by consolidating into more efficient infrastructure while increasing availability and resiliency for our most critical applications.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Workforce Transformation

The State's technology workforce has historically been grounded in strong technical skills. While essential for maintaining the extensive technology portfolio, realizing the full value of technology requires a broader range of capabilities. Skills in business process improvement, management development, data analysis, data integration, and enterprise architecture are critical drivers of impact, yet they have been largely absent from traditional job classifications. Efforts are underway to expand into these areas by equipping staff with emerging skills and increasing recognition of their importance.

We are committed to positioning our workforce as valued strategic partners to the agencies we serve. In FY 2024, we launched two new communities of practice to foster knowledge-sharing, build expertise, and strengthen collaboration across teams. Building on that foundation, three new learning communities are planned for this year to deepen development in key areas of practice and promote a culture of continuous growth.

Leadership development also remains a central focus. All managers have completed a Leadership Effectiveness Analysis to better understand strengths and opportunities, and every manager has created an action plan to sharpen key leadership skills.

### FY 2026 Strategic Imperatives

FY 2026 strategy continues to focus on themes laid out in the FY 2025:

- Execute on IT Optimization
- Accelerate the movement to Digital Government Services
- Reduce cybersecurity risks across state government
- Harness and manage Artificial Intelligence technology

### Goal 1 – IT Optimization

Leveraging technology requires careful planning and flexibility in a changing business environment, especially with the breadth and variety of state government functions. Through this IT Optimization effort, DAS - alongside OPM and all executive branch agencies – continues working to completely change how technology services are delivered in state government. This past year continued focuses on the three strategic pillars of making DAS-BITS:

1. A great place to work
2. The agency IT provider of choice



# State of Connecticut IT Strategic Plan for Fiscal Year 2026

## 3. Viewed as experts in the field

The core cultural behaviors – Be One Team, Own The Outcome, Make It Better - have taken root and are woven into the language and performance of the integrated teams throughout BITS.

- Employees participate in all aspects of optimization and express themselves and ideas through an Employee Engagement, a Communication, a Training and Development, workgroup.
- Channels for free-flowing information up and down the organization are in place and include monthly communication meetings, open mic town hall forums, monthly pulse checks on cultural topics, employee engagement surveys, peer recognition, and team navigators whose role it is to help employees find the information they need at the time they need it to feel most involved in BITS and included in decisions.
- Select managers have been participating in a custom-designed management development program to equip them with skills to effectively lead our complex organization.

The following picture describes the customer satisfaction ratings from the IT Optimization effort noting improvements since the start of changes in 2023.







# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Goal 2 – Accelerate Digital Government Services

DAS-BITS endeavors with agencies to create a standard and accessible government experience as residents navigate and transact with Connecticut's government services.

Many State operations remain stuck in burdensome legacy experiences. Enterprise transformation boosts agency engagement, service efficiency, and resident satisfaction. While disconnected agency approaches duplicate technology expenses, a unified approach brings leverage to lower operational costs, especially for agencies who cannot otherwise afford similar investment at scale.

#### Key Outcomes for Residents:

- Faster access to vital services
- Clearer, easier-to-understand content
- Mobile-friendly service delivery
- Fewer burdens placed on caregivers
- Improved trust in digital government
- Reduced dependence on costly workarounds

#### Key Outcomes for Agencies:

- Decreased call volume and support tickets
- Enhanced staff skills
- Governance dashboards
- Fewer legal and reputational risks
- More consistent branding and experience
- Centralized tools and support resources

#### Key Outcomes for the State:

- Enterprise financial efficiencies
- Annual operational efficiencies
- Enterprise-wide modernization of platforms
- Improved data collection and insights
- A clear, statewide visibility model
- Reputational leadership

There is a significant additional investment of \$20+ Million committed to expanding on the gains in these areas.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

State IT teams continue to work with agency business partners to develop digital government priorities aligned to agency missions – many of which are mentioned in this document under the respective agency plans. At an enterprise level, key focus area includes:

### Service Center

A centralized destination providing a personalized experience to find and transact with common government experiences such as payment processing, notifications, scheduling, document management, grant application, licensing renewal, etc.

**Goals / Outcomes:** increased agency service uptake, lowered enterprise tool licensing cost (per resident), decreased technology administrative burden.

**Partners:** DSS, OEC, DOH, OPM

### Service Categories

Assisting residents to find the services they need quicker and easier by grouping website content by user need. Adding more agency and resident-requested features to the three service categories already launched: Business.CT.gov, Health.CT.gov, and Jobs.CT.gov.

**Goals / Outcomes:** increased agency service uptake, decreased resident bureaucratic burden and 'time tax', heightened agency staff productivity.

**Partners:** OTG, SOTS, DSS, OWS, DOL

### Agency Websites

Applying an accessible, mobile-friendly, and modern look and feel to agency websites.

**Goals / Outcomes:** increased agency service uptake, improved resident satisfaction with State government, matching plain language and WCAG 2.1 AA standards.

**Partners:** DMHAS, OCC, DOAG, SDE (27 agency websites, 53 microsites)

### Single Sign-On

One secure login across all state touchpoints, allowing for personalized data and government experiences. Providing solutions for multiple agencies' services.

**Goals / Outcomes:** Lowered technology administrative burden, improved State security and fraud protection, decreased resident 'time tax', increase resident trust.

**Partners:** SOTS, CTPL, DMV

### Digital Identity

Allow residents to store credentials describing and proving their identity, proving they can do something, starting with Digital Driver License.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

**Goals / Outcomes:** Improved resident security and government satisfaction.

**Partners:** DMV

### Common Payment Processing

Allow residents to easily make payments in a standard fashion between agencies.

**Goals / Outcomes:** Lowered administrative burden and agency cost by allowing for debit payments, decreased resident burden and 'time tax', increased trust.

**Partners:** OPM, Treasury, prepared agencies

### Accessibility Compliance

DAS-BITS, in collaboration with Executive Branch agencies, seeks to improve accessibility standards across the entire CT.gov ecosystem, to conform with federal standards and provide residents of all abilities equal opportunity to engage with government services and participate in civic life.

Many of the state's digital platforms are not up to modern accessibility standards. An approved \$6.3M enterprise accessibility initiative will rapidly raise the level of usability of state websites and applications for all users, especially our most vulnerable populations.

A centralized team of accessibility testers, developers, engineers, and trainers will provide critical services to state agencies to improve the accessibility of their digital assets. This work is expected to be performed over 18 months. DAS-BITS will also provide maintenance support once the solution is in place.

### Goal 3 – Improve Cybersecurity Using a “Whole of State” Approach

The State of Connecticut is advancing its cybersecurity program by directly investing in capabilities that measurably reduce risk to State Security operations, constituent services across Agencies and digital government platforms. The \$11M investment by the Lamont Administration continues to be guided by prioritized risk and applied to improve control coverage across key security domains, expand workforce capabilities, and ensure incident readiness across all executive branch agencies.

Our State of Connecticut strategy centers on statewide risk reduction: improving real-time visibility, telemetry and faster response times, hardening identity and access pathways, establishing a modern security policy and compliance framework, and establishing clear accountability for remediation and controls implementation. We continue to partner with DESPP, municipalities, and the private sector to leverage federal funding and shared initiatives



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

that scale protections across Connecticut. Our strategy aligns with NIST CSF 2.0 and prioritizes operational efficiency alongside measurable risk reduction.

### Current Initiatives:

- Enhancing endpoint detection and response (EDR) coverage across all our Agencies, with attention to outlier systems and privilege escalation pathways.
- Deploying new data protection and identity governance controls with verified coverage for high-value assets and mission-critical applications.
- Identifying tools overlaps and gaps to drive both consolidation and improved efficacy.
- Further centralizing log aggregation and real-time analytics via a statewide SIEM to accelerate threat detection and resolution.
- Developing dashboards and scorecards for Agency and State Executive Leadership track risk, posture, exposure, and remediation progress.

### Objectives:

1. Design and deploy Agency-level risk scorecards tied to incident response readiness, patch latency key controls effectiveness, and testing coverage.
2. Review, update, and publish a full set of statewide cybersecurity policies mapped to NIST CSF 2.0, CJIS, IRS Pub 1075, and HIPAA requirements.
3. Improve statewide time-to-detect and time-to-contain metrics for cyber incidents.
4. Reach 100% MFA enforcement for all privileged internal accounts and externally exposed applications.
5. Improve the resilience and security of Cloud Environments and Applications.
6. Continue to collaborate with DEMHS and our towns and municipalities in areas where we can leverage federal grants to improve core security capabilities in prevention detection, response, at scale.

### Goal 4 – Harness and manage the power of Artificial Intelligence Technology

This emerging area brings great promise toward improving state services; however, each step must be taken carefully to protect the privacy and data of our residents and businesses. We will continue to work with the Connecticut General Assembly, the Office of Policy and Management, and all our state agencies to develop AI skills across agencies, provide guidance to agencies on how to safely use this technology, provide transparency about where and how AI is used, and ensure we limit the introduction of bias for AI use. In FY 205, we

- Worked with OPM to create and publish a framework for the responsible use of AI
- Began tracking and publishing an inventory of AI use-cases across the State



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Created an Artificial Intelligence Area of Practice to share information, collaborate on uses, and train our staff
- Collaborated with industry partners to implement low-risk AI
- Advocated with the industry for the need for responsible use and standards

Building on this foundation, we launched several new AI initiatives including a limited ChatGPT pilot, an AI enablement lab to safely experiment with the latest AI technologies, an explored more than 30 new use-cases across the state. We also laid the groundwork for a trial of Microsoft's M365 Copilot by reviewing our data assets, security policies, and access controls and establishing various methods for tracking and reporting on value creation, cost avoidance, and efficiency gains. This trial is expected to conclude in the first half of FY26, and the results will inform potential future investments.

Artificial Intelligence has the potential to transform how work is conducted, how citizens engage with government, and how the State safeguards its resources. To fully realize these benefits, adoption must be pursued in a manner that is safe, responsible, and attentive to the needs of all stakeholders. Building and maintaining public trust is essential, requiring transparency, accountability, and a consistent commitment to ethical practices. At the same time, the State must ensure that the deployment of this technology reflects the prudent use of limited financial resources, aligning investments with areas of greatest impact and long-term value.

### Statutory Basis

Connecticut General Statutes (CGS § 4d-7, as amended by P.A. 14-202) instructs the Commissioner of the Department of Administrative Services to develop, maintain and publish annually an "Information and Telecommunications Systems Strategic Plan." The Commissioner of the Department of Administrative Services has delegated this responsibility to the State's Chief Information Officer (CIO).

The goal of this strategic plan is to articulate the activities and resources needed by the State to provide, maintain, or enhance:

- A level of voice and data communications service among all State agencies that will ensure the effective and efficient completion of their respective functions.
- All necessary telecommunication services between State agencies and the public.
- In the event of an emergency, immediate voice and data communications and critical application recovery capabilities which are necessary to support State agency functions.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- [The] necessary access to higher technology for State agencies.

Moreover, the statute requires that the strategic plan include:

- Guidelines and standards for the architecture for information and telecommunication systems that support State agencies;
- Plans for a cost-effective State-wide telecommunication network to support State agencies;
- Identification of annual expenditures and major capital commitments for information and telecommunication systems;
- Identification of all State agency technology projects;
- A description of the efforts of executive branch State agencies to use e-government solutions to deliver State services and conduct State programs, including the feedback of agencies' clients and agencies' plans to address those concerns using online solutions if feasible; and
- Potential opportunities for increasing the efficiency or reducing the costs of the State's information and telecommunications systems.

Effective July 1, 2011, statutory language (CGS § 4d-8a) transferred the responsibility for information and telecommunications systems policymaking from the CIO to the Secretary of the Office of Policy and Management (OPM). New language was also added (CGS § 4d-7(a)) that directs the strategic plan be developed "in accordance with the policies established by the Office of Policy and Management."

Accordingly, this strategic plan was developed using input from the Office of Policy and Management.

### Standards and Guidelines

Information Technology Standards and Guidelines can be located in the following locations. (Note that some of these locations reference links that are only accessible from within the State network.)

Information Technology Procedures – Available on Intranet

Technology Services (DAS/BITS) - <https://portal.ct.gov/DAS/Services/For-Agencies-and-Municipalities/IT-Services>



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Technology Policies (OPM) - <https://portal.ct.gov/OPM/Fin-General/Policies/PoliciesGuidelines-and-Labor-Contracts>



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Agency Reports

#### Aging and Disability Services, Department of Mission

The mission of Aging and Disability Services (ADS) is: Maximizing opportunities for the independence and well-being of people with disabilities and older adults in Connecticut. We design our programs, policies, and practices to:

- Deliver aging and disability services that meet the changing needs of Connecticut's citizens.
- Lead on aging and disability issues statewide.
- Coordinate aging and disability programs and services. This includes employment, education, independent living, accessibility, and advocacy.
- Advocate for the rights of Connecticut residents with disabilities and older adults.
- Serve as a resource on aging and disability issues at the state level.

### Technology Strategy

Aging and Disability Services (ADS) is dedicated to a client-first, user-centric approach, ensuring "no wrong door" for those seeking support. We're leveraging technology to meet clients where they are, enhancing inclusion and accessibility across our core services: Employment, Education, Independent Living, Accessibility, and Advocacy. Our approach focuses on three key areas:

- Client Access & Tools: Optimizing existing tools and implementing innovative solutions
- Operational Modernization: Modernizing internal systems to improve efficiency
- "No wrong door" Approach: Utilizing technology to bridge gaps, ensuring unified support for a seamless experience

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

### Technology Achievements

- Successfully launched a complete overhaul of our 300+ page website, shifting from a bureau-centric to a truly user-centric design.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Deployed a website user insight dashboard powered by Google Analytics that provides vital insights into user journeys and the specific programs and services they seek.
- Provided staff training on a content management system for website updates which ensures information stays current and responsive to user needs.
- Expanded and enhanced the Long-Term Care Ombudsman portal, improving access and functionality for users.
- Installed new Audio-Visual (AV) equipment in two rooms for the Bureau of Education and Services for the Blind (BESB).
- Developed a new workflow portal and application for the Driver Training Program
- Upgraded staff computers to Windows 11.
- Updated BESB automated attendant and call routing
- Migrated and consolidated local servers to a new shared services virtual environment in Groton data center
- Upgraded Fusion software
- Supported program for virtual senior center platform
- ADS onboarded to the new Telework application to submit and review telework requests
- Kicked off project for interpreter scheduling application
- Continued improvements to Worker's Rehabilitation System Case management system

### Digital Government

#### List of Online Services Available:

- State Website
  - [www.portal.ct.gov/ADS](http://www.portal.ct.gov/ADS)
  - [www.ct.gov/connect-ability](http://www.ct.gov/connect-ability)
  - <https://portal.ct.gov/LTCOP>
  - [www.disabilityworksct.org](http://www.disabilityworksct.org)
- Online Forms
  - Information Request
  - LTCOP Volunteer Application
  - Eye Report
- Social Media



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- [Facebook](#)
- [X](#)
- [LinkedIn](#)
- [Instagram](#)
- [YouTube](#)

### List of Online Services Requested by Constituents:

- Adding Accessible videos to website

### List of Online Services Planned to be made available:

- Grant Management System

### Planned Applications

- Migrate BRS and BESB System 7 case management system application from legacy on premise hardware to vendor's Gov cloud.
- Develop a workflow tool on the ADS Portal to streamline contract creation, approval, and tracking for increased efficiency and reduced risk.
- Develop a workplan flow tool on the ADS portal for community business partners approvals, paperwork and internal invoice tracking and payment processing reporting.
- Create an internal procurement workflow tool to track internal workflow for purchase order request and approvals.
- Migration to new network services for remote offices to provide improved connectivity and services.
- Expanding website with more accessible videos and knowledge-based articles.
- Enhance ADS's information security framework to ensure robust data governance, risk management, and regulatory compliance, particularly in alignment with the Information Exchange Agreement (IEA) with the Social Security Administration (SSA).

### Planned Artificial Intelligence Use Cases

- ADS recognizes the potential of AI and is exploring responsible ways to leverage it in serving our clients.
- We will participate in a pilot of Microsoft Copilot lead by BITS



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Planned Data Use Cases

- ADS is planning on developing the ADS Portal to facilitate cross-departmental access to data and improve workflow consistency.
- ADS will utilize a website user insight dashboard, powered by Google Analytics, to provide insights and make improvements to the end user's experience across the website.
- ADS will be investigating the use of GIS for the georeferencing of specific data sets.

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware \$35,291
- Software \$446,122
- Services (consulting) \$189,708
- Subscriptions \$195,825
- Telecom and Data \$165,560

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Case Management System, BRS
- Case Management System, BESB
- Security Subject Matter Expert (Contractor)



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Agricultural Experiment Station

#### Mission

The mission of The Connecticut Agricultural Experiment Station is to develop, advance, and disseminate scientific knowledge, improve agricultural productivity and environmental quality, protect plants, and enhance human health and well-being through research for the benefit of Connecticut residents and the nation. Seeking solutions across a variety of disciplines for the benefit of urban, suburban, and rural communities, Station scientists remain committed to "Putting Science to Work for Society", a motto as relevant today as it was at our founding in 1875.

#### Technology Strategy

- Fully integrate CAES server environment into the Groton Data Center.--Complete
- Leverage the new environment to share data across all AES locations seamlessly.-- Complete
- Upgrade existing Access database applications to enhance their accessibility to external customers and provide a more user-friendly experience.
- Migrate files from file servers to an enterprise SharePoint site for better access to files.—COMPLETE and continue working on using SharePoint
- The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

- Installed MDM/Intune and CrowdStrike on all devices.
- Moved mission-critical Access databases to RDS Farm.
- Migrated all CAES computers to the EXEC domain.
- All new CAES desktop computers and laptops are set up at DAS/BITS and joined to the EXEC domain.
- All CAES computers are using CrowdStrike.
- Upgraded multiple facilities to high-speed fiber
- Migrating CAES New Haven printers to BITS printer server and will shut down CAES printer server when complete.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Digital Government

#### List of Online Services Available:

- Beekeeper registrations online for our constituents and real-time updates to the database for our inspectors.
- Complete Nursery and Nursery dealer registrations for our constituents and real-time updates to the database for our inspectors.
- Tick Testing screen fillable forms and then mail.
- Soil testing offices screen fillable forms and then mail.
- Insect and Plant Disease Information offices screen fillable forms and then mail.

#### List of Online Services Requested by Constituents:

- Tick Testing Services online, screen fillable, submitted electronically, and send results via email using a PDF or by another digital transmission.
- Soil testing offices screen fillable forms and then mail them. We would like to have a way to submit electronically and send the results via email using a PDF or another digital transmission method.
- Insect and Plant Disease Information offices screen fillable forms and then mail. We would like to have a way to submit electronically and send the results via email using a PDF or another digital transmission method.

#### List of Online Services Planned to be made available:

- Tick Testing Services online, screen fillable, submitted electronically, and send results via email using a PDF or by another digital transmission.
- Soil testing offices screen fillable forms and then mail them. We would like to have a way to submit electronically and send the results via email using a PDF or another digital transmission method.
- Insect and Plant Disease Information offices screen fillable forms and then mail. We would like to have a way to submit electronically and send the results via email using a PDF or another digital transmission method.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Planned Applications

- Upgrade Access applications to the Power Platform environment.
- Upgrades of the following applications: Analytical Chemistry (New Haven), Insect Inquiry Office (New Haven), Plant Disease Information Office (New Haven), Tick Database (New Haven), Inquiry Office (Windsor), Soil testing database (New Haven and Windsor)

### Planned Artificial Intelligence Use Cases

Discussing use cases with Customer Success Manager.

### Planned Data Use Cases

None at this time, but will follow the lead and needs of scientists for their research. Many of them are currently using GIS and spatial data applications, as well as statistics software.

### FY 2026 Technology Budget

If you are seeking pre-approval of specific planned IT purchases in accordance with the IT Procurement LEAN process improvement activities, please submit a separate detailed list of planned agency purchases.

Updating instruments and computers that have old Windows systems but cannot update just the computers. The instrument and software also require upgrades for all to work correctly. We would need to obtain quotes for each of the instruments, following the lead from the Department Head of Analytical Chemistry or other departments and heads as required.

Outline a plan for technology spend from all sources:

• Hardware/Accessories/Supplies	\$40,000.00
• Software (online & subscription)	\$25,000.00
• Services (consulting)	\$5,000.00
• Subscriptions	\$2,500.00
• Telecom and Data	\$40,000.00



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Updating instruments and computers that have old Windows systems but cannot update just the computers. The instrument and software also require upgrades for all to work correctly. We would need to obtain quotes for each of the instruments, following the lead from the Department Head of Analytical Chemistry or other departments and heads as required.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Board of Pardons and Paroles

#### Mission

BOPP IT continuously strives to digitalize and update hardware and software infrastructure based on current and future agency needs.

#### Technology Strategy

Our technology strategy is based on digitalizing business processes to automate workflows and further system integrations with DAS and other state agencies using CISS platform and cloud computing.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

#### Technology Achievements

- Up to date we have implemented new wireless network switches and Aps to improve network reliability and speed.
- Introduced digitalized event scheduling process using state calendar platform linked to our BOPP website.
- Replaced and integrated the new website with ct.gov standard using HTTPS security.
- Implemented digitalized ePardons Database and Web application/Portal with collaboration with JT, DAS and CISS and replaced paper applications for Absolute Pardons and COEs.
- Purchased and deployed tablets for remote work post Covid-19.
- New video teleconferencing and live streaming equipment delivering daily hearings to the public via our website and YouTube channels.
- Joined DOC and JUD agencies in network reliability update project.

#### Digital Government

List of Online Services Available:

- ePardons Portal with Absolute, COE and Commutations modules for public use.
- YouTube BOPP channel and BOPP website Live Stream for public viewing of Pardons and Parole hearings.

List of Online Services Requested by Constituents:





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Documents management system replacing FileNet and current share drives

List of Online Services Planned to be made available:

- New storage management system
- New battery backup for Teleconferencing/Live stream services
- New network equipment associated with Teleconferencing/Live stream services

### Planned Applications

- Y: drive remodel – Physical storage migration to a new platform
- eCommutation redevelopment based on a new legislation

### FY 2026 Technology Budget

- Hardware: Laptops, desktops, tablets-TBD \$50,000
- Software: FOXIT license \$1,500
- Zoom Software \$750
- Subscriptions: Office365 \$1,000
- Telecom and Data \$5,000
- ePardon Maintenance \$57,000
- Y drive migration \$40,000
- eCommutation development \$25,000

Total expected FY2026: **\$180,250**

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- n/a

### FY 2026 Structural and Process Changes

- n/a



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Commission on Human Rights and Opportunities

#### Mission

The mission of the Connecticut Commission on Human Rights and Opportunities is to eliminate discrimination through civil and human rights law enforcement and to establish equal opportunity and justice for all persons within the state through advocacy and education.

#### Technology Strategy

Our technology strategy is to continually assess the effectiveness of technology throughout the agency to improve efficiencies and the overall services provided to the public. This includes continual training of staff on the use and implementation of new technologies and the designation of an internal working group to adapt strategy to new needs and possibilities.

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

The Commission's services remain available through online remote virtual meetings. The Commission procured equipment designed to increase the quality of hybrid in-person and remote outreach events, which the Commission runs regularly. The equipment facilitates interaction between remote participants and in-person participants.

Sexual harassment, domestic violence, and fair housing trainings remain available to the public online through a combination of platforms, including LinkedIn Learning, YouTube, and live on Microsoft Teams.

Complaint inquiries continue to be filed online utilizing Microsoft Forms, and FOIA requests are processed online through the Commission's GovQA portal. Both are hosted on CHRO's website. The Commission is working with DAS-BITS to redesign and relaunch its website in FY 2026.

#### Digital Government

##### LIST OF ONLINE SERVICES AVAILABLE

- Complaint inquiry form is available 24/7 on our website.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Online sexual harassment prevention training and domestic violence trainings are available online 24/7. Live and interactive fair housing trainings are run on a quarterly basis via Microsoft Teams.
- The Commission has put most of our outreach materials and events online over the past fiscal year so they are accessible even for those who could not attend an event on the day of. The outreach materials include a substantial educational campaign through social media.
- All CHRO proceedings can be held virtually, drastically improving accessibility and safety.

### LIST OF ONLINE SERVICES REQUESTED BY CONSTITUENTS

- There has been a request for Commission materials and forms to be available online with additional language options.

### LIST OF ONLINE SERVICES PLANNED TO BE MADE AVAILABLE

- All CHRO regional offices will be conforming to a standardized method of completing case processing activities, electronically.
- Contract Compliance Affirmative Action database will be reviewed for efficiencies and possible enhancements.
- CHRO will share on its new website additional information about discrimination claims, how parties can prove their claims, and how parties can expect Commission processes to run.

### Planned Applications

- The CHRO is looking into a new case management system for discrimination complaint processing to improve overall efficiency throughout the agency. The CHRO is currently seeking to procure a Business Analyst to evaluate its needs in a case management system.
- The CHRO in cooperation with the Office of Policy and Management is assessing the Affirmative Action Policy submittal process with agencies. There is an expectation that a technology solution can be implemented to assist with standardization. There is also a desire to eliminate paper submissions. The Commission anticipates filing a bonding application in FY 26.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- The CHRO has been allocated funds to cover a case management system for its Contract Compliance Program. Such a system is intended to facilitate the submission of plans to the CHRO and CHRO's processing of the same.
- The CHRO is championing a Civil Rights Museum that would be located in downtown Hartford. These efforts have proceeded to the bonding application stage. There are many technology needs that will continue to be evaluated over the next year as the project progresses.

### Planned Artificial Intelligence Use Cases

- The CHRO is currently exploring use cases for Microsoft Copilot and other artificial intelligence software in its operations to expand public access to CHRO services.

### Planned Data Use Cases

- With the assistance of DAS-BITS, the CHRO is currently implementing a restructuring plan on its data storage with the end goal of increasing reliability and facilitating longterm maintenance and storage.

### FY 2026 Technology Budget

- Hardware - \$3,750
- Software - \$1,650
- Services - Approximately \$320,000 – \$720,000
- Telecom and Data - \$30,000

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Contract Compliance Case Management Solution (under the FY 2026-2027 budget implementer, the Commission received funding ranging from \$150,000 to \$550,000 to cover the costs of such a system in FY 2026, with continuing funding into FY 2027).
- Affirmative Action Case Management Solution (\$170,000 has been appropriated to cover the costs of a case management system for the submission and processing of affirmative action plans under the Affirmative Action Program for state employment; further funds will be pursued through the IT Capitol Investment Fund).



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Connecticut Agency of Agriculture

#### Mission

The mission of the Department of Agriculture is to foster a healthy economic, environmental, and social climate for agriculture by developing, promoting, and regulating agricultural businesses; protecting agricultural and aquacultural resources; enforcing laws pertaining to public health, animal health and animal care; and promoting an understanding among the state's citizens of the diversity of Connecticut's agriculture, its cultural heritage, and its contribution to the state's economy.

#### Technology Strategy

DoAg continues to pursue technology upgrades and installations which will assist our employees and customers in their day-to-day operations. Technology will improve our operations, capture more data, and be user-friendly for our customers and employees. DoAg will rely on the Agency of Administrative Service and Bureau of Information Technology Solutions to assist with providing the best technology services, solutions and training in which our agency can invest in.

For FY 2026, DoAg will continue to invest and implement technologies which will allow customers and employees to meet program goals more efficiently. These services will enable our employees to capture more useful data in real time, which will help us better serve our customers. Some units will also be equipped with drones and or devices to better service their regulatory techniques more efficiently. DoAg will continue to explore applications which other states may use to streamline paperwork and data.

DoAg recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

#### Technology Achievements

- None.

#### Technology Needs

- eLicense Expansion and Use: The DoAg is seeking better tools, storage and use of service within the eLicense system. The agency relies heavily on eLicense for regulatory functions and investigations. Though employees can write up reports and notes on licensees in eLicense, it does not support larger documentation or pictures which would



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

be useful to the agency. The agency would also like to see eLicense produce electronic inspection reports.

- Digitalizing Animal Health Documents: The agency would like to explore online systems or improved methods to submit, collect and document animal health forms. We need better solutions to eliminate paperwork and organize files so they are easier to extract when needed.
- Electronic Farmers Market Nutrition Program Benefits and Use: The agency will continue to work with partnered organization to enhance and expand the eFMNP modernization efforts to include better application use, security protocols and data generation.
- APCP Online Application and Database: The agency has partnered with DAS BITS enterprise team to modernize the Animal Population Control Program from a paper application process to an online application for ease to applicants as well as improving time efficiencies to our program staff and veterinarian practices.

### Minor Technology Expenditures

- Invest in mobile printing devices for field staff
- Continue to purchase and utilize web-based software such as Cognito, Survey Monkey, GoDaddy, EverLaw, DropBox, Zoom, Adobe DC, and Canva.
- Increase in drone technology purchases for Farmland Unit for ariel review of farmland property.

### Major Technology Expenditures

- Global Vet Link & Core One USA Herds: Total estimated cost of \$45,000.00/annually. The agency is seeking to digitalize all Certified Vet Inspection (CVI) forms. For all animals imported (small and large) in to our state, they must be accommodated with a CVI which gives clearance of their health status and that they have been inspected to not contain and transmittal diseases. Our agency receives these documents through all sorts of sources; by mail, email and through USDA systems. The agency would like to contract with both [Global Vet Link](#) and CoreOne USA Herds to assist us in making these documents through their submission and review tools. This solution would provide ease to veterinarians nationally and our agency for better control and review. These tools would also allow us to collect data on animal types and locations, which will help us response to animal health issues.
- Management Consulting Services: Total estimated cost of \$75,000.00. The agency would like to continue to invest in consulting services through Covendis to grow our online



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

licensing and inspection capabilities through eLicense and MiCorp, as well as finalizing our online APCP database.

### Technology Budget

<u>Account Type</u>	<u>Account Code</u>	<u>Budget</u>
Minor Equipment	54150	\$7,000.00
Minor Equipment (NC)	54151	\$5,000.00
IT Software/Rental	53755	\$12,000.00
Management Consulting Services	51230	\$7,000.00
Online Information Services	51674	\$1,000.00
Mobile Phone	53820	\$40,000.00
Long Distance/Telecom	53870	\$5,000.00



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Connecticut Department of Labor

#### Mission

The mission of the Connecticut Department of Labor (CTDOL) is to protect Connecticut's workers from labor law violations and promote global economic competitiveness through strengthening the state's workforce. CTDOL collaborates with business and industry leaders on Registered Apprenticeship programs and other workforce pipeline initiatives, and conducts U.S. Bureau of Labor Statistics research including collecting, analyzing, and disseminating workforce data.

#### Technology Strategy

The supportive and active involvement of Information Technology in business planning and delivery is important to the success of CTDOL's mission. To be a key partner in this endeavor, the Bureau of Information Technology Solutions (BITS) IT staff in service to CTDOL focus on delivering support according to the following foundations:

- The goal of efficient and effective provision of business value by implementing solutions iteratively while engaging with stakeholders throughout the development process.
- \*Upgrading underlying infrastructure, which:
  - Keeps our IT staff current with newer technologies.
  - Provides a more agile development environment.
  - Enables more enhanced security measures.
- \*Automation of IT processes to allow more reliable and predictable results.
- \*Capitalizing on the State of Connecticut's enterprise IT infrastructure to strengthen our ability to meet CTDOL's business goals.
- Engaging with the Department of Administrative Services (DAS) and Bureau of Information Technology Solutions (BITS) as they deploy comprehensive centralized services.

\*To the extent that funding is available.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at [Property Control Manual » Office of the State Comptroller » State of Connecticut](#).

#### Technological Achievements

- Supported enhancements to Reemployment Services and Eligibility Assessment (RESEA) program.
- Created emulated CICS screens for former IBM mainframe users.
- Amazon Web Services (AWS):
  - Migrated legacy mainframe DB2 data to AWS RedShift.
  - Supported USDOL UI grant initiatives.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Applied Pub1075 mandated changes by the IRS/Treasury.
- Microsoft:
  - Established RSI's development & production Azure environments.
  - Migrated RSI's SQL databases to Azure SQL managed instance.
  - Moved Research's file service to Azure.
  - Migrated Research's databases services to Azure.
  - Automated a SIDES workflow to eliminate the need for manual processing by staff.
- General:
  - Developed and installed a SharePoint IT inventory application database.
  - Implemented Pilotfish to facilitate data integration from various sources.
  - Installed an enterprise Travel Authorization application.
  - Implemented enterprise eLicense to provide registration, registration renewal, credential management, reporting, and online self-service functions that will benefit the employer sponsor and registered apprentice.
  - Implemented a Public Document Library to provide the public digital retrieval of document images.
  - Implemented a web-based application to provide employers with secure options for reporting their new hires to the National Directory as required by Federal and State regulations.
  - Implemented LexisNexis ID Proofing batch processing to enhance UI fraud detection and prevention.
  - Implemented LexisNexis AmplifyID fraud analysis services to complement DOL's current UI risk detection, prevention, and investigative capabilities.
  - Integrated LexisNexis ThreatMetrix real-time and on-line fraud detection services into ReEmployCT.
  - Implemented enterprise Ticketing system for work orders & issues management.

### Digital Government

#### Available Online Services:

- ReEmployCT is a self-service application for unemployed individuals. It allows claimants to submit initial claims 24 hours a day, seven days a week. The secure cloud platform is a vendor-supported service. Once enrolled, claimants can self-service the following:
  - File weekly certifications.
  - Establish and change direct deposit payment information.
  - Apply for emergency and special benefits.
  - Review claim and payment histories.
  - Download the most recent 1099G tax form.
  - Complete work search requirements – filers must look for full-time work every week they file for unemployment benefits unless excused from the work search requirement through an employer or other program.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Report work search activities online with their weekly certification.
- The Paid Family Medical Leave appeals web application enables all affiliated parties to securely upload/view documents related to a PFML appeal case and CTDOL employees to enter case notes and decisions.
- The FMLA Complaint System and the CTPL Appeals System provide employees an avenue to file complaints concerning alleged retaliations of the FMLA process or appeal the denial of paid leave benefits by the CTPL Authority or a private plan. Both processes allow all parties and CTDOL to view and update the case. The systems enable CTDOL to manage the cases from intake through disposition.
- Geographic Solutions' CTHires offers an array of resources, including the following: job skills assessment tool, resume and cover letter templates, job bank, list of training providers, job search tracker, virtual job recruiter/job candidate finder and labor market information, as well as an email system for communications between job seekers, employers, case managers, and training providers. CTHires also collects the data for reporting requirements on self-services and staff-assisted services for WIOA (Adult, Dislocated Worker, and Youth), Wagner-Peyser, Trade Adjustment Assistance, National Dislocated Worker Grants, and Registered Apprenticeship Expansion Grants.
- The E-Wage Case Management System is a web-based public complaint filing system. The application captures, manages, stores, reports, and centralizes business information for the Wage and Workplace Standards Division, enhancing workflow and efficiency in serving the public.
- The Appeals Decision Library (ADLIB) provides the public and CTDOL staff with an online view of Appeals decisions.
- Consumer Contact Center has a customer-facing web form for UI claimants and offers direct access links to several online forms to resolve issues and concerns related to UI claims. The claimant can complete forms online and trigger case creation and submission. Once the case is submitted, it goes into an electronic file and CTDOL agents take ownership of the issue for resolution within 48 hours.
- The Office of Unemployed Workers' Advocate (UWA) had a web-based Customer Relationship Management application to facilitate their statutory charge of assisting unemployed individuals understand UI processes, forms, and appeals. (UWA recently decommissioned in the State Budget)
- Public Document Library provides digital retrieval of document images by the public.
- Employer New Hires is a web-based application for employers to report their new hires.

### Online Services planned to be made available:

- Provide additional documents to the public through the Public Document Library to digitally retrieve CT government document images using specific and advanced searches.
- Continuous improvements and enhancements to the ReEmployCT system, such as developing & integrating RESEA core functionality into ReEmployCT.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Internal Document Management Platform to store & access documents only available to DOL employees.

### Planned Applications:

- Integrate Enhanced RESEA into ReEmployCT.
- Migrate TAX Fund Accounting from Excel to CORE-CT.
- Migrate Intranet to SharePoint.
- Appeals Decision Library (ADLIB 3.0) rewrite of ADLIB 2.0 to enrich the current application's search capabilities, replace the applications obsolete platform and provide a user interface to improve the user experience.
- Appeals Decision Library (ADLIB 1.0) to redact PII data from decisions housed in ADLIB in accordance with statutes & move all decisions to the new ADLIB 3.0.
- ReEmployCT/USA - IT is supporting CTDOL's UI Benefits and Tax divisions, and our UI Modernization (UIM) vendor as needed, for future enhancement projects:
  - Implement the SSA-Prisoner Update Processing System (PUPS)
  - Add Additional Fact-Finding exchange (ADF) to ReEmployCT SIDES functionality
  - Application Management improvements
    - Development of a process to ensure a documented and maintained application infrastructure roadmap.
    - Enhance AWS devices type documentation with the end goal of increasing savings.
    - Evaluate cost-benefit of vendor services periodically.
    - Evaluate current product renewals and crossmatch to BITS Enterprise offerings.
  - Support USDOL UI grant initiatives and changes.
  - Pub1075 mandated changes by the IRS/Treasury.
    - Triennial ReEmployCT Penetration testing.
    - enhanced App Scanning functionality.
    - Admin portal enhanced auditing configurations
  - Enhance the ReEmployCT screens to have a more customer-centric flow and add clarity of UI terms for an improved user experience initiative "UX".
  - Support the redesigned Reemployment Services and Eligibility Assessment (RESEA) program.
  - Enhance integrity aspects of ReEmployCT.
  - Expand integrity data warehouse software to significantly broaden the available data for fraud cross-matching purposes
- Enterprise E-Signature – CTDOL is considering the E-Signature Enterprise solution in streamlining and providing more efficiency in the signature process, pending an additional review of the cost and timeline.
- Enhance Workforce Innovation and Opportunity Act (WIOA) document management.
- Implement Amazon Connect call-back in the Consume Contact Center.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Planned Artificial Intelligence Use Cases:

- Implement Azure Cognitive Search
- Implement GitHub Copilot

### FY 2026 Technology Budget

**Planned technology spending from all sources:** The budget below includes CTDOL's system support and (possible) IT Capital Investment Program Bond funds to support the enhancements to the ReEmployCT application and environment.

In accordance with IT Procurement LEAN process, this is a list of planned agency purchases:

Capital-IT Hardware Purch/Inst	135,121
IT Consultant Services Hourly	2,525,463
IT Data Services	226,529
IT Hardware Maint & Support	3,402
IT Software Maint & Support	2,040,322
Non-Controllable Software	1,173,191
Online Information Services	5,936
ReEmployCT Maintenance and Enhancement	7,000,000
Grand Total	13,109,964

### FY 2026 Technology Major Expenditures above \$100K:

- ReEmployCT – \$7M (federal dollars), includes:
  - RESEA – \$1M (federal dollars)
  - ReEmployCT Employer Portal Enhancements TPA Proposal - \$1.5M (tbd)
  - Employer Tax Field Audit – \$200k\* (federal dollars)
- Network Infrastructure Refresh – \$200K (state dollars)
- Variety of US/CTDOL funded projects – Total unknown

\* Project on hold (May 2025) due to federal ARPA funding recission, so status and CT funding amount will increase.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Connecticut Military Department

#### Mission

The Connecticut Military Department is a unique dual-status agency, having both federal and state missions. The federal mission is to maintain properly trained and equipped National Guard units for prompt federalization in the event of war, domestic emergencies, or other emergencies. The state mission is to coordinate, support and augment federal, state, and local authorities in emergency response, to provide emergency response planning and to conduct community service programs.

#### Technology Strategy

The agency continues to seek adaptive measures, utilizing technology to streamline and simplify processes that reduce costs and improve proficiency. At the core of the agency's strategy is to collaborate with DAS/BITS to establish the following:

- Connect ALL State of Connecticut Military Department facilities to the State of Connecticut EXEC Domain/Nutmeg Network.
- Install a Secure Wireless Network at key Military Department Armory facilities namely: Hartford Armory, Camp NETT (formerly Camp Niantic), Bradley Air National Guard Base & Windsor Locks Readiness Center.
- Relocate and consolidate BAS (Building Automation Systems) / BMS (Building Management Systems) from other Armory sites around the State to the Harford Armory
- Convert all Military Historical documents from Microfiche to electronic/digital format

The agency continues to improve its online presence to provide faster and effective services to the public. The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

- Lenovo Audio & Visual Conference Room Equipment Project Installation
- Windows 11 Enterprise Operating System Upgrade & Migration
- Military Department Agency-wide IT Equipment Refresh
- Newtown Armory Frontier Business Fiber Internet Build & Installation.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Camp NETT Housing/Lodging RTI (Regional Training Institute) Shift4 Payment Processing Pin-Pad device upgrade

### Digital Government

#### List of Online Services Available:

- CT MIL Department Joint Enlistment Enhancement Program (JEEP)
- Access to National Guard recruiters
- Ability to request National Guard units for community outreach – to include C130 flyovers
- Service Member and Family Support Center resources
- Access to the Connecticut Guardian
- Military Relief Fund
- Request military records
- Request use of training sites, such as the New England Disaster Training Center (NEDTC)
- Wartime Service Bonus
- Recruitment and information of the Governor's Foot & Horse Guard

#### List of Online Services Requested by Constituents:

- The CT MIL Dept. has no requests from constituents, currently, to increase online services.

#### List of Online Services Planned to be made available:

- Microsoft Power Pages app portal that will allow employees to view/update assigned assets, submit receiving reports, request travel authorization, and submit project related change orders.

### Planned Applications

- Implementation of Power Platform solutions to streamline operations
  - Canvas application to track p-card transactions and approvals



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Canvas application to track AR invoices and check deposits
- Model-Driven app for tracking grant award requests
- Use of Power Automate in all the projects listed above
- Utilization of the new DAS contract with Adobe Sign to improve our reimbursement voucher process, enhancing efficiency and accuracy across the agency

### Planned Artificial Intelligence Use Cases

- Utilizing Microsoft's AI Builder for form processing that can extract information from forms and documents, such as invoices or purchase orders, reducing manual data entry and errors. This can significantly speed up workflows in departments like finance or operations.

### Planned Data Use Cases

Not Applicable currently

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

Hardware - \$200,000.00

Software – \$20,000.00

Services (consulting) - \$6000.00

Subscriptions - \$8,000.00

Telecom and Data - \$20,000.00

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- \$200,000.00 - State of Connecticut Military Department Agency Fiber Internet & Wireless Internet/Network Capabilities at local (Hartford Armory) and remote Military Department Armories
  - Provide Artificial Intelligence (AI) training to MIL Agency Staff



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Connecticut State Library

#### Mission

The Connecticut State Library is a gateway to lifelong learning for all residents and visitors, inspiring a shared and informed future through our diverse, historic, and cultural resources. We pursue an inclusive future informed by deep and broad knowledge of Connecticut's many histories and communities. CSL commits to serving as a universal touchpoint, offering help to all as a trusted place without a sense of stigma, fostering intergenerational participation in civic life, and welcoming every individual with intention and inclusion.

#### Technology Strategy

At the State Library, technology is central to our mission of being a gateway to lifelong learning for all residents and visitors. Technology plays a key role in positioning the agency to become more adaptive, resilient and transformative in its development of an aspirational future for the State of Connecticut and for the numerous communities it touches.

Our technology strategy focuses on:

- Digital tools are utilized to manage and digitize our collections, creating user-friendly online portals that provide broader access to physical and digital holdings for everyone.
- Connecticut's public libraries receive essential technological resources and training, to better serve their communities.
- Investing in and providing publicly accessible digital resources through online catalogs, comprehensive databases, and advanced research platforms, researchers, students, and the public are empowered to explore and learn.
- Rigorous digital preservation strategies are implemented to guarantee the long-term accessibility and integrity of our digital collections.
- A commitment to expanding accessibility and transparency ensuring that all residents have equitable access to technology and resources

This strategy underscores the State Library's commitment to innovation, ensuring our services remain relevant and accessible in an ever-evolving digital landscape.

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Technology Achievements

- As part of the federally funded “Planning to Preserve Connecticut’s Digital Government History Project”, the CSL completed the Request for Information (RFI) Report with recommendations for a Secure Digital Preservation Repository (SDPR).
- Open Data Portal Expansion Initiative: Continued initiative to make data collected by the CSL open and easily accessible by publishing 36 datasets on the Connecticut Open Data Portal, with the largest exceeding 2 million records with over 160,000 views of the data over the last year.
- Joined Connecticut Collections (CTCo), a Collections Management System, to publicly share collections from Museum of CT History, providing public access to valuable cultural and historical resources, making the artifacts more discoverable and widely available.
- Deployed 2 additional new Audio-Video Cart Systems offering enhanced multimedia support.
- The Digitization and Digital Collection Services Unit digitized over 45,800 pages of State Library collection materials for digital preservation and public access. (ongoing).
- Modernized phone system in Middletown Library Service Center (MLSC) by joining the statewide communication infrastructure.
- Upgraded Wi-Fi and migrated to the Enterprise Management System improving connectivity and streamlining network management.
- Migrated to Ct.gov by launching over 300 new webpages, elevating standards of accessibility allowing for more equitable access. (ongoing)
- Concluded the 6<sup>th</sup> CT Digital Newspaper Project grant which has digitized a total 600,000+ pages of historic CT newspapers from various regions, time periods, cultural groups, and points of view.
- Migration to Primo VE with CSCU Library Consortium representing modernization of discovery services, aimed at providing a more efficient, accessible and user-friendly experience for everyone.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Digital Government

#### List of Online Services Available:

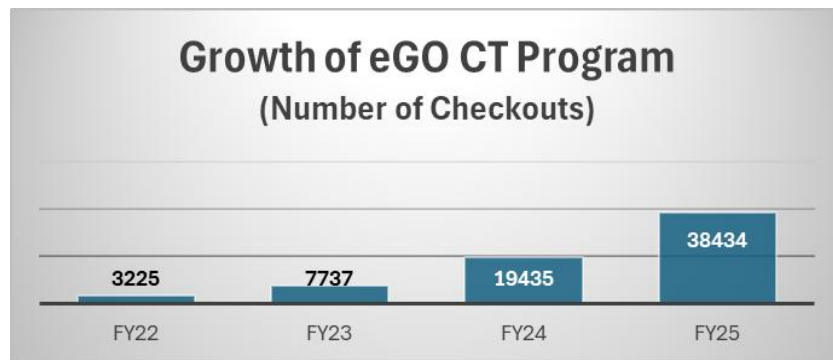
- Websites
  - [portal.ct.gov/CSL](http://portal.ct.gov/CSL)
  - [libguides.ctstatelibrary.org/home](http://libguides.ctstatelibrary.org/home)
  - [ctdigitalnewspaperproject.org](http://ctdigitalnewspaperproject.org)
  - [cthistoryillustrated.org](http://cthistoryillustrated.org)
  - [ctinworldwar1.org](http://ctinworldwar1.org)
  - [ctstatelibrary.info](http://ctstatelibrary.info)
  - [ctstatelibrary.org](http://ctstatelibrary.org)
  - [ctstlibrarydata.org](http://ctstlibrarydata.org)
  - [museumofcthistory.org](http://museumofcthistory.org)
  - [connecticuthistoryillustrated.org](http://connecticuthistoryillustrated.org)
  - [ctconservationconnection.org](http://ctconservationconnection.org)
- Online catalogs
  - Primo VE (CSCU Library Consortium, including the State Library)
  - findIT (Bibliomation/Equinox, serving 354 libraries public, school and academic)
  - The library uses the services of OCLC (Online Computer Library Center), both as providers of our principal library cataloging software and as a source of, and outlet for contributing to, the world's preeminent source of bibliographic records. OCLC also supports reQuest IT CT ILL cataloging services to 354 libraries in CT.
- Online library card applications
- Online reference services via website chat
- Online interlibrary loan (requestIT CT)
  - The library provides an easy-to-use fulfillment platform for resource sharing that serves 132 participating libraries.
- Online magazines and newspapers (researchIT CT)
  - The library provides access to 7,889 magazines and journals and 529 newspapers that support 1,031 sites including academics, public libraries, and K12 schools.
- Online genealogy and historical research tools
- Online library guides (libguides)
- Online databases (researchIT CT)



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- The library provides 38 databases that support 1,031 sites including academics, public libraries, and K12 schools.
- Online eBooks and eAudio (eGO platform Lyrasis Palace Project)
  - The library provides over 50,000 items to academics, public libraries, and K12 schools. Since the eGO CT's Palace Project launch in 2022, usage has nearly doubled each year from 3,225 checkouts in FY22 to 38,344 checkouts in FY25.



- Online learning for librarians (Webjunction, Niche Academy, InfoPeople)
- Online digital images (art, photos, maps ... etc.)
- Online public records retention schedules (for state agencies and municipalities)
- Online archive collections
  - ContentDM (legacy digital collections)
  - Connecticut Digital Archive (CTDA, in cooperation with UConn)
  - Archive-It (web archiving system, in collaboration with archive-it.org)
- Online archive collection management and search tool (ArchiveSpace)
- Online policies (e.g., permission to publish)
- Online social media outreach (Constant Contact, Twitter, Facebook, Instagram, Pinterest and History Pin)

### List of Online Services Requested by Constituents:

- Online Payment Capability.

### List of Online Services Planned to be made available:

- Record Retention Policy Management from Zasio
  - The addition of this product will streamline and support records retention schedule creation, revision, and access, benefiting all Connecticut state



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

agencies and municipalities with statutory responsibilities related to records management.

- There is potential for growth in the future with additional modules for electronic records management, and opening possibilities for integrating records retention with other software used by the state

### Planned Applications

- We will be replacing and consolidating our hardware, including new computers for the Windows 11 upgrade and fewer printers for better management and cost savings.
- We're updating our online presence, including websites and digital assets, to ensure our content is more accessible and inclusive to all
- Continued focus on digitization by the Digitization and Digital Collection Services Unit of State Library collection materials enhancing equitable access.
- Implementing a digitization project management system in the Digitization and Digital Collection Services Unit to improve efficiency and data collection
- Focus on maximizing the utilization of our existing core enterprise applications.

### Planned Artificial Intelligence Use Cases

- CSL is participating in the BITS-led Copilot pilot program to explore how to responsibly use AI to improve services for our patrons. State Archivist is a member of the State of Connecticut AI Advisory Group.

### Planned Data Use Cases

- Update Datasets on the OPM CT Open Data Portal
- Utilizing data visualization to promote the work of agency

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware Support (BITS funded) .....\$39,948
- Software (BITS funded) ..... \$58,885
- Telecom and Data (BITS funded) ..... \$26,056



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Services (Agency funded through external programs) .....\$1,113,800
- Subscriptions (Agency funded through external programs) .....\$2,500,000

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures more than \$100K:

- Subscriptions to databases & library materials
- Statewide Digital Library
  - findIT CT Statewide Catalog
  - eGO Statewide eBook platform and content
  - researchIT CT Databases
- Archives Improvement project
- Hardware Improvement



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Connecticut Technical Education and Career System

#### Mission

The mission of the Connecticut Technical Education and Career System is to provide a rigorous, world-class academic and career technical education to meet the needs of Connecticut's employers and industries. We prepare students for post-secondary education, apprenticeships, and immediate employment by integrating academic instruction with hands-on career training in state-of-the-art facilities. Our programs are responsive to industry trends, ensuring that graduates are equipped with the skills and credentials needed to thrive in a rapidly changing global economy.

#### Technology Strategy

CTECS' technology strategy is built upon the 2024–2027 Educational Technology Plan, which emphasizes engaging and empowering learning through equitable access to devices, connectivity, and digital tools; measuring and analyzing student progress using integrated data systems; and supporting connected teaching through professional learning and curriculum integration. We will continue expanding 1:1 computing, VR and simulation labs, esports programs, and blended learning models. Our approach includes robust IT security measures, an OER vetting process, and a comprehensive student privacy policy. The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#). Data governance at CTECS is guided by clearly defined policies that ensure responsible collection, storage, sharing, and use of student and staff data. We are active participants in the statewide P20WIN data collaborative, which connects CTECS data to statewide workforce, higher education, and employment outcomes, enabling evidence-based policy and program improvements. Curriculum strategies are aligned by content area to maximize instructional impact—for example, integrating industry credentials into IT, Digital Media, Manufacturing, and Health Technology programs; using VR/AR in Science, Technology, Engineering, and Mathematics (STEM) programs; and incorporating blended learning platforms into core academic areas. The district's technology software review process ensures all new and renewed software aligns with CTECS' mission and vision, supports the strategic instructional framework, complies with privacy and security regulations, and meets accessibility requirements. This process is collaborative, involving content consultants, IT, and administration to ensure both instructional value and technical security.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

### Technology Achievements

- Completed district-wide Chromebook refresh for grades 9–12, improving device performance and security.
- Expanded VR/simulation classrooms in multiple trades including Health Technology, IT, Manufacturing, and Automotive Technology, adding curriculum-aligned modules.
- Installed esports labs at 6 schools to support competitive gaming, career exploration in game design, and STEM skill development.
- Deployed GoGuardian Parent for enhanced communication and safety, with positive feedback from families.
- Migrated additional systems to Microsoft Azure cloud hosting, increasing scalability and uptime.
- Implemented a centralized Employee Portal for HR, payroll, benefits, and internal communication.
- Integrated SNAP Health software with real-time PowerSchool data for improved student health tracking.
- Expanded digital credentialing across multiple trade areas through GMetrix, TestOut, CompTIA, Adobe, and CareerSafe.
- Enhanced cybersecurity infrastructure with upgraded firewalls, MFA, intrusion detection systems, and district-wide phishing simulation training.
- Improved assistive technology access for students with disabilities, adding screen readers, alternative input devices, and captioning services.
- Launched OER vetting process to ensure compliance, quality, and accessibility in open resources.
- Conducted annual review and update of the District Technology Plan with full stakeholder engagement.
- Developed content-area specific technology integration frameworks to support curriculum delivery in all trades and academics.
- Deployed network segmentation in high-security areas such as testing labs and administrative offices to enhance data protection.
- Increased Wi-Fi density and capacity in instructional shops to support hands-on training with connected tools.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Digital Government

#### *List of Online Services Available:*

- PowerSchool SIS & Unified Insights Analytics
- Performance Matters Assessment Platform
- SNAP Health Records
- Destiny Library System
- ParentSquare Communication Platform
- Professional Learning and Evaluation System
- Schoology for Adult Education
- Online Credentialing Portals (GMetrix, TestOut, Certiport)
- Digital Curriculum Tools (OER-compliant)

#### *List of Online Services Requested by Constituents:*

- Career Services & Employer Engagement Portal
- Expanded Parent Portal features
- Trade Program Virtual Showcase Platform

#### *List of Online Services Planned to be made available:*

- Digital Fiscal Requisition System
- Digital Grant Management System
- Expanded Online Payment Portals
- AI-driven student success dashboards

### Planned Applications

Planned FY26 applications include expansion of VR simulation programs, launch of AI-driven student success dashboards, deployment of a centralized Career Services portal, and upgrades to the Data Warehouse for real-time analytics and credential tracking.

### Planned Artificial Intelligence Use Cases

Planned AI initiatives include predictive analytics to identify students at risk, AI-assisted scheduling for optimal trade and academic placement, and personalized learning recommendations integrated into the LMS. AI will also be used to automate state and federal compliance reporting.

### Planned Data Use Cases





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

CTECS will enhance its Data Warehouse to integrate academic, trade, and credential data; create public-facing dashboards for transparency; utilize GIS data for facility planning; and support program evaluation with real-time analytics. Data governance improvements will include expanded metadata documentation, role-based access controls, and ongoing auditing of data access. Participation in the P20WIN collaborative will allow CTECS to track graduates' educational and employment outcomes, informing program improvements. We will also align reporting metrics with state workforce goals and Perkins V accountability indicators.

### FY 2026 Technology Budget

Hardware: \$7,800,000

Software: \$6,500,000

Services (Consulting/Deployment): \$250,000

Subscriptions: \$6,500,000

Telecom and Data: \$1,450,000

### FY 2026 Technology Major Expenditures

- Chromebook refresh cycle
- Expansion of VR/simulation classrooms
- District-wide Smartboard replacements
- Esports lab buildouts
- Data Warehouse and AI analytics expansion
- Enterprise cybersecurity upgrades



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Administrative Services

#### Mission

The Department of Administrative Services (DAS) houses a number of distinct programs that comprise the business functions of state government, including information technology, human resources, procurement, facilities and real estate, construction services, fleet, workers' compensation, and more. Our divisions are united in a common mission:

- **Support Connecticut's Growth** - To serve our residents, businesses, state agencies, and other branches of government by providing the highest quality services at the lowest possible cost.
- **Drive Continuous Innovation** - To increase the efficiency and effectiveness of state government by using the best practices from the public and private sectors.
- **Provide Rewarding Careers** - To attract and retain a workforce of talented, dedicated public servants committed to leading our great state forward.

The mission of DAS is to provide administrative services to other state agencies. DAS's services enable the state to save money by utilizing economies of scale and streamlining services and processes. DAS has statutory authority in the areas of personnel recruitment, workforce planning; fleet operations; state workers' compensation administration; procurement of goods and services; collection of monies due to the state; surplus property distribution; contractor prequalification and supplier diversity; federal food distribution; consolidated human resources, payroll, fiscal and equal employment opportunity services for several smaller state agencies; printing, mail and courier services for state government; information technology services; the state building, fire safety, elevator, boiler, demolition and crane safety codes; school construction financing; design and construction of state facilities; and state facilities leasing and management.

#### Technology Strategy

The Bureau of Information Technology Solutions (BITS) provides quality information technology (IT) services and solutions to state agency partners. BITS effectively aligns business and technology objectives through collaborations to provide the most cost-effective solutions and facilitate business improvements for our state residents, businesses, visitors, and government entities. The multiple lines of business work alongside DAS/BITS to utilize enterprise systems where appropriate.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

DAS/BITS will continue to facilitate the mission of the DAS functional units—Statewide Human Resources, Procurement Services, Business Office, Collection Services, and Real Estate and Construction Services—and improve the statewide platforms and services it currently supports.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at: <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

For a full list of 2025 achievements, please visit the DAS Digest of Administrative Reports found here: [Digests and Reports \(ct.gov\)](https://www.ct.gov/das/das.cfm?section=digest)

### **BITS – Agency Success**

- Enhanced the e-License platform with data migrations, mobile inspection tools, enforcement upgrades, payment integration, and support for new programs across multiple agencies, improving regulatory efficiency and service delivery.
- Expanded the enterprise travel authorization application to agencies, streamlining approval processes and standardizing travel management statewide.
- Launched Procurement’s CT Gateway for Prequalification, Small/Minority Business Enterprises (S/MBE), and State Surplus Property and Vehicles to modernize procurement workflows.
- Digitized school construction grants, construction services, and mail room documents, improving accessibility and efficiency in document management.
- Implementation of a Project Portfolio Management tool to manage and provide visibility to all BITS projects across all partner agencies by the BITS Project Management Office (PMO).
- Expanded the electronic telework request solution, streamlining the submission and approval process for hybrid and remote work arrangements statewide.
- Implementing a new facility management system to support building management and preventative maintenance.
- Implemented data consolidation and analysis system for the Internal Audit Department.
- Deployed GovQA Payment and Invoicing Module for DESPP, DAS, and WCC.
- Streamlined DCP Off Track Betting & Lottery reporting with automated financial data loading.
- Enhanced unemployment insurance fraud detection, employer reporting, and public access to labor decisions through new digital tools and services in partnership with the Department of Labor (DOL).



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Modernized pharmacy systems and launched new applications for opioid settlement project tracking and overtime scheduling management with the Department of Mental Health and Addiction Services (DMHAS).
- Deployed a Fleet Scheduler application with the Department of Children and Families (DCF) to streamline vehicle booking and improve compliance and efficiency across DCF staff.
- Delivered a suite of digital tools, including a PWA, newsletter, and virtual tour, to improve Veteran access to services, support, and facilities in partnership with the Department of Veterans Affairs (DVA).
- Enhanced student data automation for assessments and special education, improving accuracy, access, and user experience for educators statewide for the State Department of Education (SDE).
- Digitized the Birth to Three referral process with a secure online form, replacing inefficient, manual, fax-based workflows for the Office of Early Childhood (OEC).

### BITS - Digital Government and Operational Excellence (DGOE)

- Improved Websites and portals to promote more successful customer interactions.
- Implementing “Robin,” Connecticut’s digital assistant, which provides 24/7 support with quick answers to common questions; the chatbot continues to be deployed across agencies.
- Collected and analyzed real-time data through new dashboards, data pipelines, and analytics tools to support agency decision-making, service delivery, and content governance.
- Improved digital accessibility standards to ensure more equitable access to government services and compliance with federal guidelines.
- Established and updated digital government standards spanning content, design, accessibility, development, and vendor practices to create more consistent user experiences and reduce administrative burden.
- Implemented a modern portfolio of enterprise tools, including low-code platforms, data visualization, bulk email, content management, service delivery, and QA systems, to expand digital service access for the public and simplify technology governance for agencies.

### BITS – Compute Services

- Completed migration of all in-scope distributed virtual environments to the centralized Shared Services Platform, enhancing efficiency and supporting the IT needs of more than 40 state agencies.
- Achieved cost avoidance and optimization through improved contract and license management by eliminating duplicate software licensing and restructuring support models, creating greater fiscal flexibility for reinvestment in critical state IT initiatives.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Connecticut Commission for Educational Technology

- Served more than 27,000 educators by providing access to 9,000+ free high-quality, standards-aligned learning materials through the Commission-hosted GoOpenCT.org, the state open education resources portal
- Addressed the needs of school leaders and educators in leveraging the power of artificial intelligence (AI) for instruction and school operations through the development and launch of guidance at [www.CT.gov/AIforSchools](http://www.CT.gov/AIforSchools)
- Continued to champion the needs of all residents in accessing technology and building skills through the state Digital Opportunity Plan, [www.CT.gov/DigitalOpportunity](http://www.CT.gov/DigitalOpportunity)
- Delivered more than \$6M in indirect cost avoidance while keeping student data protected through the Commission's Educational Software Hub, [www.ctedtech.learnplatform.com](http://www.ctedtech.learnplatform.com)
- Completed landscape study that captures the use and potential of online learning to expand access to courses in resource-constrained districts and allow students to accumulate credits toward graduation

### Connecticut Education Network (CEN)

- Delivered \$30M in cost avoidance to the membership while maintaining a 99.998% aggregate uptime across all sites, mitigated 234 denial of service attacks, and transferred ~ 423.7 petabytes of data across the backbone.
- In partnership with the Northeast Research and Education Network (NEREN), provisioned resilient 100Gbps connectivity to the Massachusetts Green High Performance Compute Center (MGHPCC) facilitating regional research collaboration to CT Higher Ed institutions.
- Hosted the Annual Member Conference, *CEN Connect 2025* May 7-8, 2025, at CT Convention Center, Celebrating 25 years of service! Attendance grew 13% with 850 IT leaders and decision makers attending as well as 67 sponsors. <https://ctedunet.net/annual-conference/>
- In Partnership with CT National Guard, hosted CyberNutmeg at the Hartford Marriott Downtown. This cybersecurity focused event helps improve the cybersecurity posture of our state, municipal, and educational institutions. 282 attendees, up 38% from the previous year. <https://ctedunet.net/cybernutmeg/>
- Co-Hosted the Internet2 Connector Principals Meeting and The Quilt Fall Member Meeting September 16-19 in Hartford. This is a gathering of national Research and Education Network leaders to learn from each other, share best practices, and tackle common challenges. Guest speakers included Mark Raymond and Doug Casey.
- Completed the CT Library Fiber Consortium: Fiber to the Library - Internal Connections (FTTL-IC) project with \$1.7M in funding to assess and help improve internal network conditions for 41 libraries connected to the network. <https://ctedunet.net/fttl-ic/>
- Executive Director Kocsondy co-chaired a meeting series for Internet2 Network Connector Principals across the country to further develop plans, goals, and strategies



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

for Internet2's 'trusted infrastructure platform' helping further secure the national R&E backbone.

- Recognized Cathie Drury of Coventry Public Schools, Jason Healy of Suffield Academy, and Michal Mundrane of CSCU, Outstanding Leader Awards for their contributions and extraordinary leadership energy and ideas in advancing the CEN community, mission, vision, and values.
- Made substantial progress on the \$70M CEN Connect (ARPA-CPF) Program and the Next Generation Infrastructure (NGI) and Connecting CT's Communities (3CI) projects. NGI completed optical network replacement, core router upgrades, and began staging member sites. 3CI gained 101 committed anchor institutions and collected 140 additional sites to be considered for future funding. <https://ctedunet.net/cen-connect/>
- As part of CEN Connect, launched the \$10M Grant program to expand WiFi to communities in need, expand 'eduroam' adoption / use. <https://ctedunet.net/cwifi/> Round 1 resulted in 14 applications requesting \$2,830,339 across 19 towns, and 34 organizations. Round 3 launched shortly thereafter.

### BITS – Enterprise Architecture

- Launched the AI Enablement Lab to promote the responsible and effective use of artificial intelligence in Connecticut government, including a pilot of ChatGPT.
- Introduced "Generative AI in the Public Sector" training for Connecticut employees.
- Onboarded key resident-centric agency initiatives, including DSS Opportunity Center and DEEP REACT.
- Advanced platform efficiencies by standardizing employee logins (SSO) and resident identity integrations to streamline project delivery across agencies.

### BITS - Infrastructure Services

- Strengthened network reliability and security through 32 initiatives, including MFA enhancements, firewall upgrades, and improved identity and access controls across multiple agencies.
- Delivered 34 projects to expand Wi-Fi, upgrade network hardware, and enhance field office connectivity for improved agency-level infrastructure performance.
- Modernized wide area communications by replacing legacy circuits with high-speed fiber, refreshing routers, and unifying agency networks under the executive WAN (Wide Area Network).
- Optimized IT facilities through 14 projects by auditing and remediating power and cooling systems, upgrading data center standards, and enhancing compliance with physical security and regulatory requirements.
- Advanced unified communications with 23 initiatives, including contact center deployments, phone system upgrades, cloud-based call handling, and tools to support remote and on-site operations.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### BITS - Security Services

- Enhanced Endpoint Detection and Response (EDR) with data loss prevention and identity protection features to proactively address cybersecurity threats.
- Improved security log ingestion, storage, and analytics capabilities.
- Implemented a statewide email filtering solution to block malicious emails, spam, malware, and business email compromise for all@ct.gov accounts.
- Rolled out a new security awareness training platform with periodic security training sessions for all executive branch employees.
- Strengthened incident response by conducting a cyber disruption tabletop exercise and creating an improvement plan.
- Launched a Policy Advisory Group to update statewide Information Security Policies; published a new password management policy.
- Helped key agencies modernize and centralize security tools, resulting in measurable cost savings.
- Endpoint Detection and Response (EDR) – Completed implementation of enhanced data protection services to 40,000 computers and servers.
- Developed a security vulnerability dashboard to track vulnerabilities. Used data to reduce the overall number of risks by fifty percent across BITS supported agencies.
- Implemented a management tool to reduce cost, improve visibility, enable automation, and simplify a previously manual digital certificate procurement process.
- Developed scenarios and participated in an election security exercise with the goal of raising preparedness ahead of the November elections.
- In coordination with DEMHS and CEN, participated with state and national cyber exercises for Cyber Yankee and Cyber Nutmeg to prepare CT for actions during cyber threats.

### BITS – Workforce Enablement

- Upgraded and equipped 19 conference rooms across 8 agencies with new A/V technology to support hybrid work and upgraded over 14,000 computers to Windows 11 in preparation for Windows 10 end-of-support.
- Reduced device security vulnerabilities through enterprise patching policy and completed a refresh of over 5,000 virtual desktop licenses.
- Automated email license assignment, implemented a self-service email quarantine tool, expanded training on state software, and transitioned productivity software support to a new provider.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Migrated 15 BITS and all non-BITS agencies to a centralized IT service portal, introduced a centralized IT change calendar, automated five service processes including security alert ticketing, and implemented a structured system failure response protocol.
- Migrated 10 agencies to live-agent call center support via the BITS Service Desk, replacing voicemail-based systems and improving issue resolution times.

### DAS Technology Initiatives by Unit

#### Business Office

- Collaborated with BITS and the Office of the State Comptroller (OSC) teams to effectively implement automated billing solutions for various DAS programs. This automation has led to streamlined processes that require less staff time and manual entry across divisions, resulting in significant cost savings for the agency. This has been a continued success into SFY 2025.
- Collaborated with the BITS team to pilot a streamlined employee reimbursement application at the end of SFY 2025 with a go-live date of July 1, 2025. In doing so, this will eliminate the need of an abundance of emails, giving a more transparent view of where reimbursements are in the process before getting paid out to the employee.
- Transitioning from a paper file system to a scanning system has streamlined access to files, significantly reducing case processing time. The implementation of digital mail scanning has further expedited case completion processes and automated manual processes.
- Collection Services has been working closely with business partners within the State of Connecticut, emphasizing the importance of billing accuracy. Kick-off took place July 1, 2025, to update to a cloud-based version of Avatar, called My Avatar NX. This update aims to enhance processes, eliminate customizations, minimize downtime, and increase recovery. This represents a strategic investment in improving operational efficiency and enhancing service delivery.

#### Communications Unit

- Piloted the Grammarly AI tool in the Commissioner's Office to improve clarity, consistency, and productivity in written communications, in collaboration with the Communications team.
- Supported the launch and promotion of the S/MBE Dashboard, highlighting the Communications team's role in increasing visibility and engagement with a key digital equity tool.
- Led cybersecurity awareness campaigns, including targeted outreach to raise awareness of common scams and promote safe digital practices across the agency and to external stakeholders.
- Promoted DAS's A- rating in the biennial Digital States Survey, a recognition of Connecticut's digital government performance and commitment to technology modernization.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Internal Audit Division/School Construction Audit Unit

- Implemented Diligent Audit Solution for managing and improving the internal audit function.

### Legal and Legislative Affairs Unit

- Supported 38 agencies in their use of the GovQA, an enterprise-level FOI management platform.
- Implemented the GovQA Payment module for DESPP, WCC, and DAS to collect credit card payments.

### Procurement Services

- The Procurement Division prioritized modernization by contracting Autocene to migrate from the legacy BizNet platform to a cost-effective, cloud-based solution. Applications launched in FY25:
  - Construction Contractor Prequalification Certification (includes contractor evaluations)
  - S/MBE Certification
  - CT State Surplus Program
  - Business Engagement Module
  - Federal Surplus is expected to launch in Q1 FY26
- The State contracted with Euna to implement a Grant Management System (GMS) covering the full lifecycle of state and federal grants. Features include:
  - Centralized portal for subrecipient engagement
  - Deployment across 11 agencies over 12–18 months
- Open Data Portal provides visual and historical demographic data for small, minority, women, and disabled owned businesses across Connecticut.

### Real Estate and Construction Services (RECS)

- Implementing facility management software to help the Facilities Management group streamline maintenance activities, protect physical assets (e.g., buildings and equipment), and improve access to work management and building maintenance information. The system will also standardize reporting across State buildings managed by various DAS-hired private property firms.
- The Office of the State Fire Marshal (OSFM) deployed tablets for recurring fire prevention and state building inspections, enabling real-time field data entry.
- OSFM adopted DocuSign for digital signing of key documents (e.g., modification decisions, flame effects certificates), improving remote workflow efficiency and turnaround times.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Transitioned fire-safe cigarette registrations to the eLicense platform for streamlined digital management.
- Elevator and Boiler Bureaus are rolling out new software with customer-facing portals for permit applications, payments, invoicing, and certification, reducing manual processing.
- The Office of the State Building Inspector (OSBI) promoted remote video inspections for boilers and elevators to save on travel time and state vehicle usage.
- Leveraged Microsoft tools to automate and monitor inspection data, improving reporting accuracy and staffing decisions.
- Transitioned the Office of Education & Data Management (OEDM) licensing exams to fully computerized delivery via LMS, increasing exam frequency and reducing grading turnaround to same day in many cases. This eliminated hundreds of printed pages per exam session, enabling real-time tracking, digital editing, and system-based score referencing.

### Human Resources

- Initiated automation of EEO reporting and applicant justification documentation within JobAps to eliminate manual processes, enhance stakeholder communication, and standardize affirmative action documentation.
- Developed a UKG-based request form to replace manual Excel submissions for position postings, enabling better tracking, task sharing, file attachments, and real-time collaboration between HR and Hiring Managers.
- Implemented an electronic job offer process in JobAps, allowing applicants to accept or decline offers with reason tracking, reducing manual steps, and improving workforce planning and engagement analytics.
- Enabled opt-in Text/SMS alerts through JobAps to keep applicants informed throughout the hiring process, improving communication and engagement.
- Enhanced the JobAps Personal Status Board to provide applicants with timely, transparent updates at every stage of recruitment.
- Created a dedicated JobAps Internship Page to promote internship opportunities across State agencies.
- Leveraged data from LinkedIn, Google Analytics, CT Open Data Portal, Indeed Hiring Insights, Job Source Reports, and Textio to optimize recruitment strategies through keyword analysis and inclusive language.
- Partnered with agencies and functional units to develop 11 automated workflows of varying complexity to improve efficiency and user experience.

### Digital Government

- **List of Online Services Available**
  - Business.ct.gov
  - Service.ct.gov



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Health.ct.gov
  - Jobs.ct.gov
  - State Phone Directory
  - Online State Surplus Auctions
  - Online training for State Employment Process
  - Online Contracting Portal to register businesses and respond to bids and RFPs
  - Online filing for Encroachment Permits
  - Online Crane and Demolition Licensing
  - Online Job Search and Recruitment
  - Report a technology outage
  - Report or comment online about State Fleet vehicles
  - Apply for access to the Nutmeg Network
  - Apply online for certification as a Small or Minority Business Enterprise
  - Apply online for prequalification to bid on state funded construction contracts
  - Apply online for CT Bar Exam
  - Apply online for a uniform license for community-based entities
  - Apply online for a new license, permit or certification
  - Register online to become a public surplus buyer
  - Review Open Data Portal
  - Executive Branch workforce statistics on the Open Data Portal
  - Provide feedback regarding new state portal
  - Sign up for e-alerts for new notices for jobs, examinations, bids/RFPs
  - State public meeting calendar
  - Show personalized status on CT State Exam Lists
  - Expanded enterprise Chatbot
  - Additional agency websites
  - Improved single sign-on options
- **List of Online Services Requested by Constituents**
    - None
  - **List of Online Services Planned to be made available**
    - Citizen Service Center / Dashboard
    - 30+ new agency websites
    - Chatbot available across 30+ agency websites
    - Digital forms service
    - New translation engine for state websites
    - Translated files and documents for agency websites available in 40+ languages
    - Digital Service Center
    - Digital driver's license



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Appointment scheduling tools
- Improved payment tools

### Planned Applications

#### ○ **Bureau of Information Technology Solutions**

- Leave and Comp Time Tracking system for agencies (ongoing)
- Travel Authorization and Reimbursement for agencies (ongoing)
- Application Inventory (ongoing)
- Enterprise Grants Management Solution
- eLicense Upgrades

#### ○ **Business Office**

- Replace Legacy systems for Collections - Completed RFQ process for replacement. Cost estimates received from shortlisted implementation partner (ongoing)
- Upgrade Avatar Billing Software (ongoing implementation)

#### ○ **Real Estate and Construction Services**

- Elevators/Boilers: Customer portal for payments and certificates (ongoing implementation)
- Capitol Area System (CAS) heating and cooling plant and application upgrades (ongoing)
- Facilities Management software (ongoing implementation)
- CivicGov building and fire code inspection software (ongoing implementation)
- Evaluate electric vehicle charging and billing software (procurement efforts ongoing)
- Evaluate reservation software for building consolidation (ongoing)
- Evaluate and replace the current FM Interact Software utilized by Statewide Leasing Group (ongoing).

### **Human Resources**

- Continue improvements for Recruitment, Selection, and Hiring functions in JobAps.
- HR Service Delivery - further build-out of forms and workflow to support more self-service.
- Learning and Development Expansion and Customization by developing further custom content and driving more utilization of LinkedIn Learning.
- DAS HR and OPM Data team continue to partner to build and maintain [State of Connecticut Executive Branch Workforce Data](#) on the Open Data Portal to keep the public and stakeholders informed of trends with the Executive Branch Workforce.

#### ○ **Legal and Legislative Affairs**



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- GovQA – FOI Administration Application Implementation for Payment Module (ongoing).
- **Procurement**
  - Autocene / CT Gateway Implementation—The Replacement of the legacy application, Federal Surplus, remains to be implemented in FY26.
  - CT Gateway - incremental development work expected related to statutory compliance and customer experience enhancement.
  - Options to migrate from BizNet for the Fuel price maintenance database include Autocene or the new e-procurement platform.
  - Replacement for the eProcurement solution will streamline the client purchasing experience and improve the functionality of the state Contracting Portal for buyers and sellers.
  - Data Portal - expansion of data portal presence to include S/MBE spend data and contractor prequalification data.
- **Commissioner Office**
  - Achieve Accessibility Compliance by April 2026: DAS Communications is working to bring the website into full ADA compliance by the April 2026 federal deadline. Efforts include content remediation, accessible design implementation, and ongoing audits to ensure inclusive experience for all users.
  - Modernize Legacy Webpages: DAS Communications is prioritizing replacing frequently used legacy pages with modern, user-centered designs by focusing on complex content like lists—to enhance usability, accessibility, and overall digital experience.

### Planned Artificial Intelligence Use Cases

- Expand usage of AI tools like Microsoft Copilot to increase day-to-day productivity and operational efficiency across departments.
- Leverage generative AI tools such as ChatGPT and Grammarly to support official communication drafting and editing, with human review ensuring accuracy and alignment with State AI policy.
- Apply AI to streamline data analysis processes, enabling quicker insights and more informed decision-making in agency operations.
- Utilize AI for document creation and content generation to reduce manual effort and enhance output consistency.
- Support procurement teams with AI-assisted market research and sourcing analysis to improve vendor selection and contract strategy.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Identify agency processes that can benefit from AI and plan for long-term opportunities to create efficiencies by using AI.

### Planned Data Use Cases

- Continue to strengthen data integration within and across applications to support seamless data exchange, enhance transparency and accuracy, and enable comprehensive reporting across programs and services.
- Standardize data governance practices to ensure consistent data quality, access, and compliance across agency programs.
- Expand agency use of data analytics platforms to monitor service delivery performance, identify operational inefficiencies, and inform decision-making.
- Develop dashboards for executive leadership to provide real-time insights into key performance indicators, staffing metrics, and service outcomes.

### FY 2026 Technology Budget

Hardware	\$ 4,929,826
Software	\$ 13,467,034
Services (consulting)	\$ 2,095,150
Subscriptions	\$ 38,468,541
Telecom and Data	\$ 7,771,607

### FY 2026 Technology Major Expenditures

- Facilities Management Software
- Collections Avatar Upgrade
- Collections Legacy System Replacement
- eProcurement Replacement
- Recruitment, Selection, and Hiring Enhancements
- PC/Laptop Refresh
- Backup and Recovery Project
- Cloud Expansion
- Mainframe Replatforming



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Banking

#### Mission

The mission of the Department of Banking is to protect users of financial services from unlawful or improper practices by requiring that regulated entities and individuals adhere to the law, assuring the safety and soundness of state chartered banks and credit unions, educating and communicating with the public and other stakeholders, and promoting cost-efficient and effective regulation.

#### Technology Strategy

The role of MIS is to assist the Department of Banking in reaching its business objectives by:

- Improving the efficiency and effectiveness of processes through automation;
- Providing the support services necessary to maintain accreditation.

The Department of Banking recognizes the Software Management Policy that describes the use and disposal of software assets found at

<http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

#### Technology Achievements

- Refreshed 39 devices including Laptops and Microsoft Surfaces
- Completed agency migration of all devices to Windows 11
- Completed migration to Enterprise BITS IT Service Portal.
- Continued use of Security Scorecard
- Continued to scan documents from ScanOptics and uploaded to SharePoint
- Performed IT assessment of proposed alternative office location based on RFP responses
- Received quotes from cabling vendors for new building and selected vendor
- Met with BITS teams to plan for the office move

#### Digital Government

List of Online Services Available:

- Online submission of complaints
- Online license application and renewal for mortgage licenses through NMLS



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Online license application and renewal for non-mortgage license types through NMLS
- Online license application and renewal for Investment Advisors through IARD
- Online license application and renewal for Broker/Dealers through CRD
- Online Scheduling and conducting of independent and multi-state examinations
- Online News Bulletin
- Online access to enforcement actions
- Online consumer alerts
- Securities registrations and notice filings including
  - Exemption/Notice Filings
  - UIT notice filings
  - Mutual Fund notice filings and renewals
  - Registration by Coordination
  - Registration by Qualification (Reg A)
  - Business Opportunity Registration
  - Business Opportunity Exemption Notices (Trademark filings)
  - Agent of Issuer filings
- Robin Chatbot on Website

List of Online Services Requested by Constituents:     None requested.

List of Online Services Planned to be made available:

Projects are internally focused which will increase efficiencies with staff.

### Planned Applications

- Continue effort to make the agency 100% digital by implementing and training staff to use SharePoint and import paper files through scanning effort
- Prepare for Office Relocation – upgraded wiring/cabling needed and planning for switch moves, Wifi Access Points, new AV equipment, etc.
- Evaluate blockchain tracing tools to track transactions, analyze wallet activity, and support all investigations but critical to the Innovation Charter
- Assess and implement efficiencies in eLicense
- Review MS Access Databases that are used for tracking and determine how to incorporate for incorporate with document management workflow or eLicense

### Planned Artificial Intelligence Use Cases





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Exploring AI solutions to assist with document review, data extraction, and analysis during examination
- Evaluating AI tools to support the drafting of memos and report
- Considering the use of AI to identify patterns or anomalies in examination data to enhance review processes
- Exploring AI applications to support financial statement analysis.
- Explore the use of AI for potential operational efficiency

### Planned Data Use Cases

- Examine procedures and workflow to use partner (agency) data to identify trends, repeat issues, and high-risk actors
- Evaluate processes to clean and standardize incoming partner data for effective AI use development
- Explore AI use to develop dashboards to help staff and leadership monitor activity and support decisions

### FY 2025 Technology Budget

Outline a plan for technology spend from all sources:

Hardware	\$207,474
Software	\$41,026
Services (consulting)	\$233,872
Subscriptions	\$123,372
Telecom and Data	\$162,652

If you will be seeking pre-approvals of specific planned IT purchases in accordance with the IT Procurement LEAN process improvement activities, please submit a separate detailed list of planned agency purchases.

### FY 2025 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Office relocation IT expenses



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Children and Families

#### Mission

To partner with communities and empower families and raise resilient children who thrive. Connecticut's Department of Children and Families (DCF), sister state agencies, community-based organizations, early childhood, K-12 education, healthcare, law enforcement, judicial/courts, housing, behavioral health, labor and social service systems are all on the same team, working together to achieve optimal outcomes for children, youth, families and communities.

For more information see: <https://portal.ct.gov/DCF/1-DCF/Mission-Statement>

#### Technology Strategy

The technology strategy adopted by DCF supports the following strategic goals:

1. Improve Customer Satisfaction and expand on-line service delivery by continuing to improve on current public portal applications and by implementing new portal functionality being requested by constituents as well as agency partners.
2. Improve worker efficiency by improving the technology they use to support their work with children and families to include completing the development of the CT-KIND Comprehensive Child Welfare Information System (CCWIS) enhancements.
3. Identify ways that Artificial Intelligence (AI) can be leveraged to improve service quality and speed and work with the Office of Policy and Management, AI Governance Committee and Bureau of Information Technology Solutions to implement those solutions in accordance with State responsible use policy.
4. Work cooperatively with Bureau of Information Technology Solutions (BITS) security team and partner agencies to increase system security and legal compliance both on premises and in the cloud.
5. Consolidate and standardize technologies fully based on BITS guidance and recommended enterprise solutions.
6. Continue to increase Data Quality through Data Governance System improvements.
7. Facilitate Data Exchange with State and Federal Partners.
8. Improve Worker Mobility, Collaboration and Accessibility.
9. Develop and Enhance Staff Skill Sets.
10. Improve asset management and optimize returns on investments.
11. Improve the disaster recovery capabilities and validate them through periodic disaster recovery exercises.
12. Continue to strengthen the strategic partnership between DCF and DAS-BITS via the assigned Customer Success Manager (CSM) to adopt standardized enterprise class solutions to agency needs. The intent of this partnership is to reduce costs by taking advantage of economies of scale, streamline maintenance and operations costs by



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

providing the potential for resource sharing across agencies, enhance the ability to meet data sharing requirements among agencies via more efficient communication paths between BITS teams, and to improve overall coordination between the agency and statewide technical resources.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

- Successfully pivoted the implementation project of a Comprehensive Child Welfare Information System (CCWIS) from a mostly custom built, on-premise implementation to an implementation using standardized state foundational solutions that are based on government cloud solutions. This will increase the ability of the agency to share technical resources and knowledge with other agencies that are using the same solutions as well as speed up the time of implementation.
- Implemented Provider Matching Application to support the IV-E Revenue Enhancement Division. This application streamlined the provider matching process, improving accuracy and significantly increasing federal reimbursement eligibility.
- Replaced a legacy platform with a more intuitive, reliable, and efficient Facilities Work Order system, resulting in improved internal coordination and faster resolution of facility requests.
- Implemented FleetScheduler application to resolve the recurring GL-115 compliance issue. This tool automated fleet tracking and scheduling, reducing manual processes, ensuring data accuracy across regional offices and providing accurate data in terms of reports to the fiscal department.
- Redesigned and modernized agency's external portal, introducing improved accessibility, and user-friendly navigation and experience.
- Completed migration of helpdesk phone system to enterprise-wide Avaya system which resulted in annual cost savings of \$60K and improved user support.
- Updates to Windows 11 - Agency Horizon VDI desktops successfully upgraded to Windows 11. Agency physical computer upgrades are 80% complete.
- Implemented RemoteApps for remote access to agency applications without requiring a full Horizon VDI desktop. This enabled faster access to applications for Staff outside of the office and leads to reduced cost.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Implemented spam filter from Proofpoint to increase email security.
- Updated Structured Decision Making (SDM) function of the agency's Statewide Automated Child Welfare Information System (SACWIS) to force any case involving a child up to 5 years old to the investigation track and not allow the Family Assessment Response (FAR) track.
- Migrated Norwalk office phones to an enterprise phone system to improve system performance while resulting in cost savings by removing existing system and circuits.

### Digital Government

#### List of Online Services Available:

- Background Check Portal - Used by sister state agencies as well as external partners such as school systems, day care centers, and foster care agencies to name a few, to request child protective services background checks of potential employees and caregivers.
- Mandated Reporter Portal - Available to all Mandated Reporters to report non-emergent cases of suspected child abuse or neglect.
- Newborn Notification Portal - Used by all birthing hospitals to report drug exposed newborns in compliance with the Comprehensive Addiction and Recovery Act (CARA) and the Child Abuse Prevention and Treatment Act (CAPTA)
- Results Oriented Management (ROM) Public Portal - Provides a wide range of reports to the public related to the agency's child welfare operations and key performance measures.
- Provider Information Exchange (PIE) - Provides an online portal to allow participating service providers to report information on the services provided to children and families they are servicing in cooperation with DCF.
- Office of Community Relations (OCR) Youth Mobile Contact (new) - this allows for extended support of urgent needs for DCF adolescents via text/chat including after hours, on holidays and weekends.
- URF (Universal Referral Form) portal used by DCF and third parties to streamline referrals and services
- Emergency Safety Intervention and Average Daily Census



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Training Portal (updated) includes Mandated Reporter, Medication Administration, Foster Care Provider, Fostering Health for Children
- LIST – Application to track Youth Skills
- Electronic 603 and Delivery Tracking
- Private Licensed Providers – online licensing and inquiries.

### List of Online Services Requested by Constituents:

- Foster Care and Adoption Portal - Intended to provide a method to engage more effectively and efficiently with potential foster and adoptive parents to include supporting recruitment, training and providing agency supports to those communities.
- Improved functionality of the current Background Check Portal to allow partners to retrieve check results via the secured portal in addition to the current secure email delivery.
- Digitized forms to allow easier public access and submission.
- Youth 18+ - Online completion of NYTD Surveys
- Education Districts – Provide information on Grades, Standardized Testing, Attendance, Discipline and Suspensions
- Medical / Dental and Behavioral Health Providers – MDE form submissions, Document Management and E-signatures.
- Ombudsman – Online submission of feedback, inquiries, and complaints.
- Caregivers and Children 13+ - Information on Case Plans, family feedback.
- Office of the Health Care Advocate – Release and Request for assistance with assessing insurance.

### List of Online Services Planned to be made available:

- Improvements to the Background Check Portal to allow results to be securely retrieved online in addition to the current secure email delivery system.
- Digitized, online form submissions for a targeted subset of DCF forms.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Additional datasets are to be added to the States Open Data Portal.
- Expansion of public data dashboards to provide easily consumable visualizations of agency public data.

### Planned Applications

- “CT-KIND” Comprehensive Child Welfare Information System (CCWIS) to replace the current “LINK” Statewide Automated Child Welfare Information System (SACWIS). Project is underway and the CT-KIND CCWIS system is scheduled to go live in August of 2025
- A Provider Portal to assist in the recruitment, training, and licensing of foster parents is being developed as part of the CT-KIND CCWIS project and is scheduled to go live at the same time.
- An Electronic Health Record system to support both the Solnit Center Hospital and Psychiatric Residential Treatment Facility (PRTF).
- Provide a driver dispatch solution for the Central Transportation Unit to organize daily driver routes and assignments.
- Replace legacy Access applications with ones developed in newer technology.
- Online portal for Wilderness School enrollment.

### Planned Operational Updates

- Upgrade Horizon VDI infrastructure to new BITS enterprise infrastructure. Replace outdated hardware with new modular design with improved ability to adapt to state agency needs.
- Refresh of end user computers. Replace older desktop and laptop computers with goal of a balanced, hardware refresh cycle (20%/year) over time.
- Refresh of agency iPhones. Migrate iPhones from current models to iPhone 16. Leverage new features and hardware to improve user experience. Also, migrate device management from current Workspace ONE subscriptions to Microsoft Intune (included with M365 suite) for savings of \$120K/year.
- Upgrade current data network switches in various agency offices. The current network switches in several DCF offices have reached, or are reaching, end of life



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

and are no longer supported by the vendor. Replace outdated switches in offices over the next 2 years.

- Wide Area Network updates. Leverage new circuits available through contracted vendor to increase bandwidth to DCF regional offices and facilities to improve network speed and user satisfaction at the same or lower monthly charges.
- Expand WiFi coverage in DCF offices and facilities. Install additional access points to increase coverage and available bandwidth.

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

Hardware - \$1,263,715

Ongoing refresh cycle of agency computing devices like laptops, agency specific contribution to Next Generation data center hardware platform, network equipment upgrades.

Software - \$49,000

Maintenance of current software perpetual licenses.

Services (consulting) - \$18,900,000

Includes staff augmentation consultants, Project Management Office in support of the CT-KIND project and other development and line of business specific consultants supporting the CT-KIND project.

Subscriptions - \$ 9,173,125

Includes DCF specific software subscriptions as well as DCF payments to multi-agency agreements for software subscriptions used by DCF.

Telecom and Data - \$1,188,878

Includes mobile and office telecommunication systems.

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- CT-KIND design, development, and implementation (DDI) efforts will continue throughout the fiscal year. This is the largest technology project the agency has in progress and is focused on replacing the outdated Statewide Automated Child



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Welfare Information System (SACWIS) with a modern Comprehensive Child Welfare Information System (CCWIS) which has been named CT-KIND (Connecticut Kids Information Network Database).

- DCF continues its pursuit of an Electronic Health Record System to support its hospital and psychiatric residential treatment facilities collectively known as Solnit Center. The agency is working cooperatively with other agencies with the same needs as appropriate to implement a more effective and efficient solution.
- Implement the next generation replacement of the state Virtual Desktop Infrastructure to allow continued secure access to agency systems by a mobile agency workforce.
- Refresh of end user computers. Replace older desktop and laptop computers with goal of a balanced, hardware refresh cycle (20%/year) over time.
- Upgrade current data network switches in various agency offices. The current network switches in several DCF offices have reached, or are reaching, end of life and are no longer supported by the vendor. Replace outdated switches in offices over the next 2 years.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Consumer Protection

#### Mission

The mission of the Department of Consumer Protection (DCP) is to ensure a fair and safe marketplace for consumers and businesses. In support of the mission, the DAS/BITS team in support of DCP (BITS) crafts state system-compliant technology solutions as the backbone for the agency's operations. BITS seeks to create innovative and cost-effective solutions that enable users to maximize their performance.

#### Technology Strategy

BITS recommends hardware and software acquisition that optimizes DCP user productivity in support of the Agency mission. BITS listens to users and seeks ways to increase productivity and efficiency while maintaining or reducing cost. The strategy for the coming year includes increasing capacity of agency staff with respect to remote work, and increasing functionality and user-friendliness with eLicense.

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

- Completed agency website modernization to the new state standard. This would be a benefit in reducing call volume by answering common questions and improving accessibility of information to constituents.
- Continued to refresh and upgrade a broad range of IT equipment (laptops, audio/video equipment, peripherals, printers, scanners)
- Migrated agency computers from Windows 10 to Windows 11 to remain on a supported level of the operating system
- Implemented numerous enhancements to eLicense document management
- National Drug Code integration created for Medical Marijuana from ELicense into a state-wide dispensations reporting client called Aware which saves users from manually re-keying information
- Completed credential updates for Liquor Control, Drug Control, and Occupational as legislative changes took effect
- Leverage reporting to enable agency staff to view status updates of all DCP BMC Helix tickets



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Digital Government

#### List of Online Services Available:

- License look-up
- License application and renewal
- License Verification
- Licensing roster generation
- Print a Certificate
- Anytime Payment and Document Upload
- Online Complaint
- Online address change
- Online supervision
- Continuing Education course submittals and approvals
- Numerous self-service enhancements for credential holders for managing their account, including
  - Cancelling their credential
  - Changing name of their DBA
  - Submitting various reports

#### List of Online Services Requested by Constituents:

- Additional credential applications

#### List of Online Services Planned to be made available:

- Additional credential applications
- Streamlining credential applications

### Planned Applications



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Complete the secure file transfer method for DCP's Gaming division to improve data retention
- Automate the export of data from Quickbooks to DAS Collections (Diamond) for Guarantee Fund collections processing
- Incorporate user interface enhancements and server performance improvements in eLicense to facilitate ease-of-use for this public-facing system
- Automate the importing of pharmacist exam scores into eLicense, which is currently done manually
- Expanding the Investigations divisions' use of the mobile inspection app beyond home care, health clubs, and mobile home parks to include inspections for occupational trades and updates to current forms
- Integrate Amusement Park mobile inspections with data.ct.gov to pull more current information to facilitate inspections
- Enable mobile inspections with the ability to create cases for people who do not hold a credential
- Digital Licensing of credential holders for mobile phone wallets
- Migrate ELicense to the new Bank of America ACH platform for acceptance of digital check payments
- Update ELicense online search criteria for online credential lookup to be more extensive
- Consolidate several out-of-state liquor licenses into one master out-of-state liquor license for the Liquor Control division
- Update other credentials for Liquor Control, Drug Control, and Occupational as legislative changes take effect
- Legal Case Management implementation for Legal Division
- Adopt state's Travel Authorization application to alleviate manual processes associated with this process today
- Implement a Learning Management System for Drug Control, create courses to educate Law Enforcement, Dentists and Veterinarians on the use of the Connecticut Prescription Monitoring System, and provide additional training for prescribers and first-time pharmacy managers
- Implement a Learning Management System for Liquor Control for the purposes of managing police certifications and licensee education
- Continue to refresh and upgrade a broad range of IT equipment (laptops, audio/video equipment, peripherals, printers, scanners)

### Planned Artificial Intelligence Use Cases



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Vyond AI video creation platform – is being used to create informational videos regarding the safe use and storage of cannabis as well as videos on the generation of rosters, searching of licenses and renewal of licenses using the ELicense system
- Articulate360 will be used to create SCORM files to be built in the new learning management system through Cornerstone. Articulate 360 allows for the creation of trainings that incorporate quizzes and other interactive learning tools and makes trainings accessible for all learners.
- Enable Microsoft Copilot for agency staff with a goal of alleviating repetitive tasks, and allowing staff to focus on value-added work

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

Hardware	\$1,028
Software	\$183,604
Services (consulting)	\$0
Subscriptions	\$10,346
Telecom and Data	\$72,312

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Seed to Sale (maintenance) - \$165,000



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Correction

#### Mission

- The Department of Correction shall strive to be a global leader in progressive correctional practices and partnered re-entry initiatives to support responsive evidence-based practices aligned to law-abiding and accountable behaviors. Our core mission is based around Human Dignity:
  - Enhance wellness initiatives and organizational culture which support all employees' – Mind, Body, Spirit.
  - To continue as a national leader in protecting, safeguarding and improving the lives of all those who are affected by our mission.
  - Engage our community partners to assist in assuring positive outcomes, especially in the areas of employment, housing education and family reunification.
  - Ensure safe and humane environments, efficient and effective operations throughout the agency.
  - Center around a compassionate approach, develop and implement progressive correctional practices and programs to increase successful reentry to our communities.

#### Technology Strategy

Department of Correction is striving to improve the management, facility services, staff interactions, public interfaces and security and to provide timely, consistent and accurate information to those requiring information within and from the department.

DOC's strategy is to collaborate with DAS/BITS to achieve the following:

- Develop Worker Mobility by implementing Wireless Network at all facilities.
- Expand and improve wireless coverage within education and housing areas.
- Evaluate DOC's current systems and identify areas for improvement.
- Improve the efficiency and effectiveness of processes through automation.
- Implement a secure document scanning system.
- Convert all paper processes and forms to electronic format.

Include the following statement:

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Technology Achievements

- 12,500 user service requests resolved.
- Helpdesk Phone cutover to Avaya allowing for better remote assistance.
- Windows 11 Enterprise Operating System Upgrade.
- Tablet upgrade for the Executive team, Wardens, and Deputy Wardens.
- IT staff in service to DOC was trained on the ESI requests and runs them now.
- Launched new F5 portal (Webtop) replacing old DOC Portal.
- All server migrated from Wethersfield Data Center to Groton Data Center.
- Purchased network equipment to refresh all DOC and BOPP sites, project in progress.
- Added High Availability Failover option for custody unit for their server.
- Electronic Health Record system was upgraded to Version v23.
- Developed and deployed Grievance application.
- Developed and deployed Volunteer Tracking application.
- Developed Incident Report application, in progress.
- Developed several Clean Slate enhancements.
- Developed numerous CaseNotes enhancements.
- Developed numerous PDMS enhancements.

### Digital Government

#### List of Online Services Available:

- PDMS (Provider Data Management System) - tracks and reports offenders' activities in DOC's Halfway House residential programs.
- Electronic Inmate Deposits - Process allows people to go to one of three vendors, Western Union, JPay or Touchpay, and make a deposit into an inmate's commissary account.
- CTSVIN – allows a victim or any member of the public to register for notifications on the movement/release of any offender.
- CT Open Data – CTDOC provides uploads of its data to the shared data portal that can then be extracted by the public for their consumption.
- Municipal Access to Case Notes for Law Enforcement Agencies as well as DOC partners. Allows LEA agencies ability to check on offenders under community supervision.
- Municipal Access to Case Notes for Halfway House Partners. Allows staff at Halfway Houses to access case information on those offenders in their care.
- On-line Visiting Application Process to schedule family visits with incarcerated population.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Video visitations using Teams for family and friends at all DOC facilities.
- Court video hearings for local and federal courts as well as BOPP hearings.

List of Online Services Requested by Constituents:

- None

List of Online Services Planned to be made available:

- None

### Planned Applications

n/a

### Planned Artificial Intelligence Use Cases

n/a

### Planned Data Use Cases

n/a

### FY 2026 Technology Budget

Hardware – \$1,300,000 - Equipment replacement.

Software - \$1,400,000 – Software renewals and maintenance.

Services - \$700,000 – Support contractors.

Subscriptions - \$25,000.

Telecom and Data - \$1,300,000 – Inmate Data and telephone lines.

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Cisco Maintenance and Support - \$250,000.
- Microsoft Server Maintenance and Support - \$250,000.
- Atlas Maintenance and Support - \$200,000
- Oracle Maintenance and Support - \$210,000.
- EHR Maintenance and Support – \$580,000
- Telecom - \$1,300,000



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Developmental Services

#### Mission

The mission of the Department of Developmental Services is to partner with the individuals we support and their families, to support lifelong planning and to join with others to create and promote meaningful opportunities for individuals to fully participate as valued members of their communities.

#### Technology Strategy

The mission of DDS IT is to provide customer-centric IT solutions that drive productivity and support business transformation while keeping critical data and IT assets safe, secure, and reliable. The vision of DDS IT is to deliver incremental value continuously and efficiently to DDS business units through unbreakable solutions that ensure seamless data integration across functional areas, promote streamlined workflow and approval processes, adapt quickly and responsibly to changes in the business, and encourage continuing innovation among our business partners. To achieve the mission and realize the vision, DDS IT will adopt the following strategies:

- Invest significantly in the ongoing development of state employee IT personnel to ensure that they perform their work effectively and efficiently and with the highest level of job satisfaction.
- Leverage enterprise systems and shared, existing infrastructure for IT solutions whenever possible.
- Collaborate with other agencies to share technology solutions, procurement vehicles, and planning and implementation strategies.
- Adopt core principles of DevOps, including:
  - Ensuring the streamlined flow of work from Development to Operations
  - Reducing the amount of work in process such that the turnaround time for features is minimized
  - “Building quality in” by ensuring comprehensive, automated unit tests and integration tests
- Continue laying the foundation for transitioning from monolithic applications to microservices and “micro-applications”, in which functional components structured around business capabilities are independently developed, tested, deployed, and maintained.
- Work with business stakeholders and process improvement teams to identify minimum viable processes (ultra-streamlined, standard work) and minimum viable solutions (bare-minimum solutions) as the pivot points for all migrations away from legacy systems.
- Continue exploring low-code/high productivity platforms as alternatives to traditional enterprise development, with a focus on the cost/benefit of these system





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <https://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>.

### Technology Achievements

- Individual Budget Application – modernization of IP6 Budget System in Power Platform-deployed to Production and in use by 500+ DDS staff.
- Migrated multiple applications from Identity Server to MSAL (Microsoft Identity) and upgraded to supported .NET versions
- Performed a data classification exercise around care case management data.
- Created Emergency Management solution
- Engaged with a vendor names ScanOptics to initiate paper file digitization in 2025 for various DDS locations, WellSky on Abuse and Neglect project, Therap on an Incident Management solution as part of overarching modernization effort funded through Advanced Planning document
- Work with DDS and BITS executive leadership to create an RFQ for the CCM solution.
- Create SharePoint document center and worked with DDS stakeholders to define and implement the initial structure and content types.
- Worked with the business intelligence unit to transfer ADT data between Connie and Pulselight.
- Utilized Microsoft Power BI to convert and create multiple reports working in concert with the DDS Business Intelligence team
- Launched the DSP Jobs portal for DDS using Power Pages/Power Platform,
  - Integrated the State of CT unified login experience with ForgeRock.
- Upgraded multiple server operating systems as well as SQL
- Successfully resolved 12,211 support tickets for DDS staff
- Laptop and Desktop Replacements and upgrade to Windows 11
- Converted various locations to greater internet bandwidth and cost savings
- Converted to VOIP in Southbury Training School, Danbury and Norwalk Locations

### Digital Government

List of Online Services Available:



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- WebResDay Attendance System, which allows providers to make entries into the DDS internal attendance application and allows providers to upload attendance data to the Attendance System
- QSR System, which allows DDS staff to record results from quality reviews and allows providers to view results and enter plans of correction online.
- Enterprise Licensing (E-Licensing) System, which allows providers and the public to view provider credentials online and allows providers to perform some self-service tasks related to their credentialing (e.g., applying for a license, scheduling inspections... etc.). Currently, the online capability includes Community Living Arrangements, Community Companion Homes, Medical Administration Certification, and Qualified Provider Applications
- Job Board portal, which allow providers to post job opening for Direct Care Workers

### List of Online Services Requested by Constituents:

- Individual Portal, which provides access to current information and data related to plans for the individuals we serve.
- Electronic Submission of Incident Reports, which would allow providers to submit incident reports electronically to DDS.

### List of Online Services Planned to be made available:

- Electronic Submission of Incident Reports
- Electronic Submission of Incident Reports, which would allow providers to submit incident reports electronically to DDS.

## Planned Applications

- Contracts System Application – modernization of .NET application, “IP6Web” and “IP6Payments” in Power Platform
- DDS Document Center –
  - Central location for documents pertaining to individuals care
  - Will house scanned documents
- Care/Case Management application development with vendor support
  - Develop Web-based Individual Plan, currently a Microsoft Word-based document
  - Develop Individual Dashboard
  - Modernize Case Notes application
  - Modernize Level of Need application



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- “Open WebResDay” - Complete and deploy “Open WebResDay” solution that will empower Providers to bulk upload attendance to WebResDay via API and Web-based interface
- Incident Management Therap application implementation
- Abuse/Neglect WellSky application implementation

### Planned Artificial Intelligence Use Cases

- Microsoft Copilot for Business users and Developers

### Planned Data Use Cases

n/a

### FY 2026 Technology Budget

- Federally Funded Projects ..... \$25,042,500
  - CMS APD Funding ..... \$22,538,250
- Hardware..... \$2,508,385
- Software ..... \$1,115,000
- Services (consulting)..... \$820,000
- Subscriptions .....\$1,150,000

### FY 2026 Technology Major Expenditures

Planned agency technology expenditures in excess of \$100K:

- Care/Case Management System
- WellSky Abuse/Neglect Investigation Cloud Platform
- Therap Incident Management Cloud Platform
- Ongoing Infrastructure upgraded
- VoIP East Hartford Location
- Wireless Network Replacement in various locations.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Economic and Community Development

#### Mission

The Department of Economic and Community Development (DECD) is Connecticut's lead agency responsible for strengthening the state's competitive position in the rapidly changing, knowledge-based global economy. The agency takes a comprehensive approach to economic development that incorporates community development, transportation, education, and arts and culture.

BITS Technology Services Team, in support of DECD, the Office of Military Affairs (OMA), the Department of Housing (DOH), the Social Equity Council (SEC), and the Office of Workforce Strategy (OWS), support the agencies' goals and objectives by providing outstanding technology support services. BITS provides project management and oversight of new technology initiatives that enhance and streamline the operations of each business unit within these agencies.

#### Technology Strategy

DECD continues to build on the foundation established by a LEAN-driven IT revitalization plan by adopting technology to serve a diverse constituency through a variety of programs. The agency continues to participate in statewide initiatives to maximize efficiency and develop online services to facilitate interaction with stakeholders.

- Provide robust and streamlined application services to DECD and their constituents. These applications will provide for accurate, timely and secure data collection, processing, and reporting.
- Provide secure, timely and accurate data stewardship of DECD's data.
- Continue to mentor and build staff skills in all areas of technology including but not limited to desktop support, application development, server installation and virtualization, networking, project management, and security.
- Implement best business practices around help desk services, project management, hardware/software life cycle management, and SDLC for application development.
- Implement disaster recovery and business continuity planning and providing high availability systems and services.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

#### Technology Achievements



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Upgrades to six CT Welcome Centers including digital kiosks, integration with websites and internal systems and connectivity upgrades.
- Upgrades and enhancements for CTVisit.com.
- Assisted in rollout of new Office of Manufacturing website.
- Assisted in Chatbot implementation for manufacturing department.
- Implemented BMC Helix help desk ticketing system.
- Implemented ArcGIS Launch/Storage & Geospatial Data Portal.
- Upgraded (4) State Museums' POS and network expansion for further building coverage.
- Onboarded several new employees in hybrid environment.

### Digital Government

- [www.ctfilm.com](http://www.ctfilm.com) enables production companies and producers to view a selection of the state's potential shooting locations, available incentives, permitting authorities, production resources and to submit/certify COVID safety plans.
- [www.CTvisit.com](http://www.CTvisit.com) provides information about the state's attractions using the latest interactive and mobile technology.
- [https://www.surveymonkey.com/user/sign-in/?ut\\_source=homepage&ut\\_source3=megamenu](https://www.surveymonkey.com/user/sign-in/?ut_source=homepage&ut_source3=megamenu) allows online submission of grant applications, review, and execution by the CT Office of the Arts.
- [www.ctforme.com](http://www.ctforme.com) is supported by a complimentary Instagram account and helps businesses attract and retain young professionals in CT.
- <https://shpo.myreviewroom.com> provides information about historic preservation resources including archaeology, historic cemeteries, and historic properties database for southern CT.
- <https://ctcollections.org/> gives the public access to museum collections of art and historic artifacts.
- [www.ChooseCT.com](http://www.ChooseCT.com) provides compelling reasons to live, work and play in CT.
- <https://business.ct.gov> The Connecticut business portal provides information and services for businesses to launch or grow a business in CT.
- [https://portal.ct.gov/DECD/Content/Arts-and-Culture/Funding\\_Opportunities/Data-Maps-of-COA-Awarded-Grants/Institutional-Grants-Map](https://portal.ct.gov/DECD/Content/Arts-and-Culture/Funding_Opportunities/Data-Maps-of-COA-Awarded-Grants/Institutional-Grants-Map) provides maps of grants made throughout CT.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Online Services Requested by Constituents

- Online websites for applicants to submit grant applications and tax credit requests with ability to check the progress of review and approval processes.
- Added features and tools on websites to make it easier to find the information and services needed for businesses to launch or continue to grow.

### Online Services Planned to be Made Available

- Expanded portal capability for companies, municipalities, and not-for-profit organizations to create unique accounts, explore programmatic offerings, submit applications, view status, and supply ongoing compliance information.
- Partnering with New England Foundation for the Arts to update and integrate Creative Ground online directory.
- Office of the Arts website is being upgraded.
- Historic preservation archives are being digitized.
- Updated GIS inventory map of potential brownfields across the state.
- Participation in multi-agency project to implement grants management portal for JobsCT program.

### Planned Applications

- CONNCRIS– web-accessible, online viewer for Connecticut’s cultural resources GIS data.
- Re-Deployment of DECD CRM System.
- Continue On-boarding of Office of Workforce Strategy (OWS).
- Support DOH CRM & Grants Management implementation.
- Fully rollout Chatbot to DECD websites.
- Migrate Manufacturing website to new, more cost-effective hosting solution.
- Assist DECD Data Officer with data records retention policy development.
- Implement Avaya call distribution help desk solution.
- Implement BMC Helix helpdesk ticketing system to all users.
- Implement GovQA for FOIA requests.
- Implement HighQ /Smartsheets for Legal & Small Business departments.

### FY 25 Technology Budget



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Please note, projections exclude major expenses below and bond funds approved after July 1, 2024. The agency has new programs in the planning stages for FY 25.

Hardware	\$ 100,000
Software	\$ 145,000
Services (consulting)	\$ 400,000
Subscriptions	\$ 125,000
Telecom and Data	\$ 50,000

### FY 25 Technology Major Expenditures

#### Planned agency technology expenditures in excess of \$100K:

- Participation in multi-agency grants portal development, cost estimate pending
- Re-implementation of DECD CRM \$400,000.
- Integration of Dynamics CRM and FileNet, estimated total: \$300,000
- Completion of digitization and online viewer for Connecticut's cultural resources GIS data: \$500,000
- Social Equity Council website design and marketing: \$500,000



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Emergency Services and Public Protection

#### DESPP's Mission

The Connecticut Department of Emergency Services and Public Protection (DESPP) is committed to protecting and improving the quality of life of the residents of the State of Connecticut by providing enforcement, regulatory and scientific services through prevention, education, criminal justice information sharing and the innovative use of technology. In striving to accomplish our mission we are guided by three strategic pillars:

- Operational Efficiency, Efficacy and Excellence
- Shared Fiscal Responsibility
- Accountability and Ethics

#### DESPP's Technology Strategy

DESPP continues its multi-year program to make Connecticut the safest state in the nation. Our focus on information systems and technologies has led to measurable improvements in emergency services, public protection, first responder safety, and increased productivity for our agency staff as well as that of our criminal justice partners. The deployment of efficient digital services to the state and local agencies and the public throughout Connecticut has aided in this effort. DESPP is an active partner with other state agencies supporting by coordinating unified command via the Virtual State Emergency Operations Center (VSEOC), technology deployments, personal protective equipment (PPE) provisioning and emergency planning needed to ensure the safety of our citizens. As resources grow scarcer and the demand for excellence in governance remains high, the agency continues to strive to operate smarter by improved planning and governance. DESPP will provide cost-effective, low maintenance tools and mobile technologies in support of first responders' efforts to maximize their time in the field and minimize administrative paperwork. To this end, DESPP also continues to pursue Agile initiatives, particularly those that drive business process re-engineering and systems automation, eliminating low and no value activities as quickly as possible thereby reducing costs and inefficiencies.

#### Technology Achievements

##### **Mutual Link 360**

Implemented Mutual Link to serve as an integrated IT hub at all State Police barracks, enabling seamless radio communications, video surveillance, and data collaboration. This infrastructure enhances situational awareness and real-time response capabilities, particularly for critical





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

incidents such as threats or active shooter events near public spaces like schools, malls, and community colleges or emergencies requiring rapid coordination. This solution supports a proactive approach to public safety and will significantly benefit schools, communities, and law enforcement agencies across the state.

### **DESPP Web Modernization**

Web modernization initiative that included a full restructuring of the Sitecore platform and the development of updated content. This was a significant accomplishment for the agency, transforming outdated web pages into a modern, user-friendly experience aligned with current technology standards. This project not only refreshed legacy content but also improved overall usability, accessibility, and performance, positioning the agency for future digital growth.

### **Connecticut Statewide Emergency Communications Center (CSECC)**

CSECC is fully functional. Provides a centralized location for a statewide back-up Public Safety Answering Point (PSAP) and training facility for 911 centers. Every new Dispatcher is getting trained efficiently.

### **Publishing Traffic Stop Data**

Improved performance of Power BI reports and implemented a secure data gateway for publishing traffic stop data. These enhancements ensure future reporting and more efficient data processing, while the secure gateway provided a compliant and protected channel for data transmission, supporting transparency and data integrity across reporting initiatives.

### **Resolved Rapid DNA connectivity to OCME**

Enabling secure VPN access for two to three terminals to connect to our network. This solution allows OCME to efficiently process and clear the backlog of DNA submissions to the lab. In parallel, we're working on a long-term infrastructure solution which involves facilitating the crown castle fiberoptic connection.

### **NexGen CAD/RMS Migration to UCS**

All systems since been validated, and we confirm that all dispatch centers are fully operational. With this, the final cutover of the NexGen platform to the UCS environment is now complete.

### **Purple Alert**

Implemented the consolidated Amber-Silver-Purple Alert system, which brings all three alert types into a unified, streamlined interface. This consolidated approach allows law enforcement and public safety personnel to proactively identify missing individuals, including those with intellectual or developmental disabilities, brain injuries, or other cognitive or physical conditions unrelated to substance abuse. This enhancement integrates the Purple Alert with the Bring Me Back Home initiative, enables troopers and police officers to access critical information about vulnerable individuals quickly and efficiently.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### **New CO and Temperature Sensors Installed for K9 Kennels**

We've successfully set up the new carbon monoxide (CO) and temperature sensors for the canine kennels. These sensors can now be monitored and controlled remotely, significantly improving safety and operational efficiency.

An added benefit: this upgrade will result in an estimated \$13,000 savings in cell service costs, making it a strong accomplishment for the K9 kennel unit.

### **Clean Slate Request Web Application**

Clean Slate Hearing Request Web Application is in deployed and available to the public.

### **Branford PD - Temporary Relocation**

This successful temporary relocation of the PD served as a true test of our coordination across IT, dispatch, and the COLLECT system - proving we are fully prepared for any future moves. A perfect example of seamless collaboration in action.

### **Digital Government**

#### List of Online Services Available

- Through the Acadis® LMS, students now can complete course and test registrations, initiate and complete on-line payment of invoices.
- We plan to expand the use of the soon to be deployed CFA Bookstore Point of Sale Software to initiate an on-line presence for our retail store operations.
- Bring me Back Home - CSP DESPP/BITS IT and the Alzheimer's society has collaborated to create an online area for the public to submit the personal information of a family member who suffers from Alzheimer's disease, Autism, etc...
- Online and over-the-counter credit card payment options to be made available for services provided by the State Police Bureau of Identification and Special Licensing and Firearms Unit
- Scheduling Lab Kiosk activities (NIBIN, Rapid DNA, AFIS)
- Redesigned suspicious activity reporting and implemented CTSafe mobile application for Android and iOS.
- The new Traffic Stop Dashboard provides an objective view of what traffic stops are occurring and what the state police are doing in response.

#### List of Online Services Requested by Constituents:

- Web portal to facilitate gun transfers (requested by CT gun dealers)
- Online firearm permitting workflow between local police departments and the Special Licensing and Firearms unit including appointment scheduling
- Online/credit card payments for fingerprinting, and weapons permits.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Increased self-service options for citizens: Consider chatbot functionality for specific units to reduce call volumes and onsite visits.

### List of Online Services Planned to be made available:

- Clean Slate Hearing Request Form
- Online course registration and credit card payments at CT Fire Academy via Acadis or other available software.
- CT Prepares emergency information for public safety via mobile and web interface during and after emergencies including access to contact information utilities.
- Continued expansion of web portal access by Connecticut-based weapons dealers for background checks and other safety/security measures

### Planned Applications

- Improved network and telephone systems including 911 to provide better coverage, improved reliability, and enhanced interoperability
- Modernization of COLLECT application to replace legacy system as well as implementation of online COLLECT training to replace in-person training
- NexGen application enhancements and upgrades to improve internal customer support and external data delivery
- Body-worn cameras, vehicle recorders, interview cameras, and other equipment upgrades pending a sustainable funding model
- Fuel System Software replacement to replace legacy system
- Real Time Crime Center build out and deployment
- Complete Clean Slate project to enacted legislated changes in criminal history records
- Integration of CIVIX Grants Management System with CORE to automate workflows and increase transparency and accountability
- Document scanning to digitize paper files to improve workflows and reduce storage space required for paper documents
- State Emergency Operations Center (SEOC) Upgrades to allow for virtual operations
- Interface between DSS LIMS and Justice eProsecutor to improve information sharing between DSS and the courts.
- Genesys Connect Statewide intelligence sharing platform to connect users across the state, stand up special situation rooms, and collaborate on a common platform while maintaining CJIS compliance.
- FPC CPAT candidate intake and workflow automation
- CTIC SharePoint database to improve information sharing and tracking.
- SLFU System upgrade/replacement
- SABIS MBIS Software and Hardware upgrade



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Statewide Fire Service Response Data Collection a 3-year pilot fire department response data collection program to accurately assess the delivery of public fire protection in the state of Connecticut.

### Planned Artificial Intelligence Use Cases

- FLOCK License Plate Reader System
- Intelligence Operations Units within the CSP
- Code Review with Application Development

### FY 2026 Technology Budget

**Outline a plan for technology spend from all sources: (Approximately \$4.1 Million)**

Hardware \$314,131

Software \$1,526,602

Services (consulting) \$8,456

Subscriptions \$135,034

Telecom and Data \$1,952,472

Other/Supply \$163,109

### FY 2025 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

DESPP (CEPF funding required unless stated otherwise)

- Buildout of the “Real Time Crime Center” and CT Intelligence Center Initiatives
- Document Scanning via Scan Optics
- Offender Watch Digitization
- SFLU Software replacement
- COLLECT online training
- E-Trace/Firearms reporting
- Statewide Fire Service Response Data Collection
- Message Switch Consulting in support of COLLECT modernization
- Body-worn cameras, vehicle recorders, interview cameras, and other equipment upgrades



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Energy and Environmental Protection

Providing Technical Support for: Connecticut Siting Council, Council of Environmental Quality, and Office of Consumer Counsel

### Mission

The Department of Energy and Environment Protection (DEEP) is charged with conserving, improving, and protecting the natural resources and the environment of the state of Connecticut as well as making cheaper, cleaner, and more reliable energy available for the people and businesses of the state. The agency is also committed to playing a positive role in rebuilding Connecticut's economy and creating jobs – and to fostering a sustainable and prosperous economic future for the state.

### Technology Strategy

To encourage and support transparency by providing quick and easy access to timely, accurate and integrated environmental information to Department staff, partners, and constituents. To deliver a comprehensive view of environmental activities, conditions, and Department actions. To offer capabilities to use the information more efficiently and effectively to better protect and manage the environment.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

### Technology Achievements

DEEP continued to make significant advances in the implementation of technology over the past year. DEEP has a modern network that supports approximately 75 office locations including headquarters, district offices, field operations facilities, education centers, and state parks and forests in addition to supporting CEQ, CSC, OCC and a remote workforce. This network carries data traffic as well as voice (VoIP) for our larger facilities. DEEP completed multiple virtual environment upgrades and field office equipment refreshes. DEEP continues to be a state leader in the use of Geographic Information Systems (GIS) and Records Management. DEEP completed the digitization of over 9 million agency Remediation records which are the most sought after DEEP public files.

Other achievements include:

- Developed Microsoft Power Platform Applications for Language Bank and Habitat Restoration



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Established a ChatGPT User Group
- Removed fabric from network at 79 Elm Street
- Upgrading and replacing laptops for Windows 11
- Upgraded and moved public safety application servers from DESPP data center to Groton Data Center
- Launched new online payment portal
- DEEP Website - New template upgrade
- DEEP Website - Improvements to accessibility
- Newsletter listservs onboarded to Campaign Monitor. Subscriber base increased over 1,000% now exceeding 60,000 subscribers. Effort reflects significant cross-department collaboration and valuable information sharing

### Digital Government

#### List of Online Services Available:

- FOIA Records Requests (GovQA)
- Electronic Natural Diversity Database (NDDDB) Applications
- ezFile is an online electronic filing system for DEEP's application, licensing, registration, and permitting processes. Currently, public users can leverage ezFile to submit Boating and Fishing Permits and Registrations, Radiation Registrations (Diagnostic & Therapeutic X-Ray Device (DTX) and Radioactive Material & Industrial X-Ray Device (RMI)), Stormwater Registrations (Construction, Industrial, and No Exposure), and Underground Storage Tank Notifications (UST), Land and Water Resources, Aquatic Pesticides, and Hazardous Waste Transportation permits.
- DEEP has an online system to reserve campsites and rustic cabins at state park and forest campgrounds along with booking tours and reserving picnic shelters at various locations
- Connecticut's Online Boating Certificate
- Connecticut's Online Sportsmen Licensing System
- Air Emissions Inventory and Compliance Reporting System (EMIT)
- DEEP Document Online Search Portal provides the public the ability to search, view, and download all existing unrestricted public electronic documents
- The DEEP Geographic Information Systems (GIS) Open Data portal
- DEEP Where to Fish For interactive GIS cloud-based application



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Pesticide/Arborist Business Registrations, Pesticide Operators, Dealers, Supervisors, and Private Applicators certification applications via the enterprise E-License online licensing system
- DEEP Records Center online appointment scheduling tool
- Connecticut State Parks website, [CTparks.com](http://CTparks.com), offers an easy way to discover new destinations Online Payment Portal

### List of Online Services Requested by Constituents:

- Expanded Online Document Repository – this will allow individuals to conduct required document reviews online, eliminating the need for time-consuming and costly trips to Hartford. It will also allow DEEP to manage its documents in a much more efficient and secure manner and will reduce costs associated with having to maintain and expand its paper-based repository.
- Expanded Online Electronic Permitting – this will allow DEEP regulated entities to submit online filings for various licenses, notifications, permits, and registrations. This will reduce the submission of paper applications to the agency, increase application accuracy, and reduce the time needed for internal review and approval.
- Expanded Online Open Data datasets – this will allow public access to additional DEEP datasets, both tabular and spatial, without the need to submit specific FOIA requests to the agency.
- Online Grants Application and Management Solution – this will allow the public to apply for various agency grants online. This will reduce the submission of paper applications to the agency, increase application accuracy, reduce the time needed for internal review and approval, and improve grant fund management.

### List of Online Services Planned to be made available:

- The REACT project will consolidate project management and data tracking needs of multiple DEEP business areas that support various aspects of discovery and remediation of new and historical releases including Dispatch, Oil & Chemical Spills, Leaking Underground Storage Tanks, PCBs, Emergency Response, Site Assessment & Support Unit (SASU), Remediation, and Cost Recovery. The new system will replace current paper-based manual processes to manage the oversight of environmental cleanup of thousands of releases per year resulting in the elimination of redundancies, fostering better coordination of effort across business areas, enabling more efficient processing of vendor invoices and assisting with cost recovery efforts, simplification of reporting a spill or discovery of a historical releases for the general public, and promoting transparency to the general public and other state government agencies.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- The new eFiling solution will replace the DEEP ezFile platform and include a common online payment portal for all permits including those not available online yet. The existing ezFile permits will be migrated to the new solution and then move on to the remainder of DEEP's application, licensing, permitting, and registration processes. ezFile currently includes less than a dozen e-permitting processes. However, DEEP has over 120 application, licensing, permitting, and registration processes which currently rely on paper-based application submittals, old legacy technologies, and manual review processes. This project will provide a more streamlined, efficient approach to both the external public interface and internal workflows based on lessons learned from previous projects. The focus of the project will be on the intake process to increase our services and online presence to the public by offering expanded electronic filing options. The goal is to make both the process of applying for permits and the process to review permits, lean, fast and efficient thus lowering the cost to citizens, business and government. Delivering feedback of results quickly, to promote transparency, program efficiency and strategic program development within DEEP, and across state government.
- Online electronic reporting from businesses, municipalities, etc. to comply with permit and regulatory requirements including municipal waste management.
- Online Portal for the Office of Adjudications which will improve the filing process and make all case information available to the public. This will increase public participation, transparency, and efficiency in the hearing process.
- Update Environmental Justice Mapping applications in coordination with Industrial Economics, Incorporated (IEC) to standardize layer inputs, ease of public access, and comprehension of data presented; the ultimate goal being to visualize spatial distribution of environmental and public health risks and social vulnerabilities.
- Launch metrics Dashboard that displays need-to-know information to support the state's carbon reduction goals by 2040.
- Connecticut's State Wildlife Action Plan (SWAP) identifies species of greatest conservation need, their affiliated habitats, and the threats they face. The SWAP then prioritizes conservation actions and research needs to address problems facing these species and habitats. Tracking and mapping actions helps conservation organizations work together, share information, and gain visibility for their work.

### Planned Applications

- REACT – In progress project will consolidate project management and data tracking needs of multiple DEEP business areas that support various aspects of discovery and remediation of contaminated and potentially contaminated sites





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- eFiling – In progress project to leverage the platform built for REACT for permits to replace the ezFile Platform.
- EPA and NRC e-Reporting – Provide data exchanges and/or integrations with DEEP solutions/databases and various federal solutions/nodes.
- Solid Waste Reporting and Tracking System – in progress interactive electronic platform that will be utilized by Materials Management and Compliance staff, the permitted and reporting community, and the public to carry out critical business functions in a streamlined, legally compliant manner.
- Online Incentive Tool - web-based incentive platform/tool that will help residential building owners to find, access, and braid together federal, state, and local energy and broadband programs (ex. solar, insulation, heat pumps, electric vehicles, high speed internet, etc.)
- Adjudications Case Management System - for Internal Docket Management and an external public portal. This is an accessible and user-friendly platform for attorneys and non-attorneys to file and obtain information and documents. It also includes public access to dockets with ability to see status of case, upcoming events and party contact information.
- Asset Management Enhancements - DEEP will look to expand on the existing asset inventory, IBM Maximo, and embark on integration of several different business processes that relate to asset tracking and management. The scope also includes the implementation of a mobile application for staff to utilize in the field.
- Environmental and geotechnical data management –manage and track environmental investigations in real time. Once a location is created in the database, verified laboratory data can easily be submitted and then displayed in graph/chart form. This will be a valuable tool to manage all the current and anticipated PFAS investigations occurring in the state. Once the database is created, the public will have the ability to view and track some of the data associated with their communities and work that is being done throughout the state.
- Continue to digitize records available through the online search portal for the Leaking Underground Storage Tanks and PCB's Programs.
- Continue to develop Environmental Justice tools to provide state officials and environmental decision-makers with the ability to identify an overburdened community, direct enforcement of environmental regulations, and remediate contaminated sites, among other goals.
- Expand the Municipal and Concierge Database to log Legislative inquiries.
- Develop Statewide HVAC Decarbonization Tracking Application
- Implement HuntRegs to streamline poacher reporting and regulation lookup
- Develop Equity, Environmental Justice, Diversity, Inclusion & Accessibility (EEJDIA) Dashboard
- Participate in implementation of the Enterprise Grants Management Solution
- Implement Web-based solution to collect, map, and display conservation projects associated with the State Wildlife Action Plan implementation strategy



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- CT State Parks is in the process of upgrading the historical and archival collections software which will integrate with the Connecticut Digital Archive system
- Printer refresh
- Start planning for migration of personal network drives to OneDrive and/or SharePoint
- Start assessing options to replace the PURA Docket System
- Consolidate DEEP Intranet and eliminate Azure hosting
- DEEP Website – Replace/upgrade the calendar of events application

### Planned Artificial Intelligence Use Cases

- Participate in MS Copilot pilot to explore operational efficiencies
- Continue assessing benefits of ChatGPT with user group
- Evaluate AI opportunities within the agency

### Planned Data Use Cases

- Aerial imagery flights planned for 2026 in coordination with OPM and UCONN's CT ECO will produce raster, vector, and LiDAR datasets to be used for a wide range of agency-specific purposes as well as external projects including hydrographic mapping, and delineation of culverts statewide.
- Modernizing means of legacy data intake and databases storage for easier staff access using GIS cloud-based systems.
- Expanded use of editing GIS apps using ArcGIS online cloud.

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware – \$ 209,000
- Software – \$ 1,300,000
- Subscriptions – \$ 205,000
- Services - \$10,700,000
- Telecom and Data - \$ 100,000

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Hardware including UPS replacements
- Upgrade the VxRail for DEEP Virtual Desktops
- Scanning & FileNet Ingestion



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Case Management (Salesforce)
  - REACT
  - eFiling
- Environmental Tracking and investigation
- Solid Waste Reporting and Tracking
- Online Incentive Tool
- Environmental Justice Mapping Tool



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Housing

#### Mission

The Department of Housing's mission is to ensure everyone has access to quality housing opportunities and options throughout the State of Connecticut.

#### Technology Strategy

The agency continues to facilitate a renewed commitment to the technological goals required to support improved customer service, workflows and access to information. The intent is to improve our internet presence, provide access to data and information sources and provide easy to use tools for the compilation of this data.

"The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#)."

#### Technology Achievements

- Complaint form implementation
- Windows 11 upgrade
- Identified vendor for new loan system
- Cell phone provider transfer
- Car Reservation form

#### Digital Government

List of Online Services Available:

- Housing Registry (Matrix)
- Power BI reporting tool
- Security Deposit Guarantee
- HDS (Housing and Development Software, Enterprise system)

List of Online Services Requested by Constituents:

- None

List of Online Services Planned to be made available:

- DOH Grants App (Power Platform)



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Identifying obsolete IT equipment
  - Wipe hard drives per government standards
  - Move obsolete equipment to a centralized location to be put on government auction

### Planned Applications

- CFT (multi-agency grant management solution) *formerly GELS*
- Storyhub (Dashboard for executive staff for real time briefings equipped with necessary intelligence to ensure they're fully informed of agency programs at all times)

### Planned Artificial Intelligence Use Cases

- Storyhub (Dashboard for executive staff for real time briefings equipped with necessary intelligence to ensure they're fully informed of agency programs at all times)

### Planned Data Use Cases

n/a

### FY 2026 Technology Budget

Hardware - ~\$10,000

Laptops & devices for new staff

Software - ~\$125,000

- Turnkey Housing software implementation
- HDS Web
- Power Bi
- FileNet
- Yardi Rent Relief (retired)
- Crowdstrike

Services (consulting - tbd) ~ \$150,000

*Development resource for Web ADA, WCAG compliance*

Subscriptions - ~\$20,000



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Microsoft 365 GCC licenses
- HDS Licenses
- Adobe Pro XI
- Owl Meeting HQ subscription for video conferencing
- Smartsheet

Outline a plan for technology spending from all sources:

### Hardware

Laptop device replacement

### Software

- Power Platform
- HDS Web
- Power Bi
- FileNet
- Yardi Rent Relief (retired)
- Crowdstrike

### Services (consulting)

*Development resource for CMT (formerly GELS)*

### Subscriptions

- Microsoft 365 GCC licenses
- HDS Licenses
- Adobe Pro XI
- Owl Meeting HQ subscription for video conferencing
- Smartsheet



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Telecom and Data

- Avaya
- Cell Phones (T-Mobile)

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- None currently anticipated
- Possibly a contractor for the Web ADA/WCAG compliance project (~\$150k)



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Insurance

#### Mission

The mission of the Connecticut Insurance Department is to serve consumers in a professional and timely manner by providing assistance and information to the public and to policy makers, by regulating the insurance industry in a fair and efficient manner which promotes a competitive and financially sound insurance market for consumers, and by enforcing the insurance laws to ensure that consumers are treated fairly and are protected from unfair practices

#### Technology Strategy

The overall technology strategy for the Department of Insurance is to utilize technology resources and expertise in support of the agency mission.

The role of the Computer Systems Support (CSS) unit, now included in BITS as part of IT optimization, is to assist the Insurance Department in fulfilling its mission by:

- Improving the efficiency and effectiveness of processes through automation;
- Enhancing service delivery to customers through e-Government initiatives;
- Providing the support services necessary to maintain NAIC accreditation.

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

- Phased out end-of-support Microsoft Hyper-V HP Failover Cluster environment which provided replication for Disaster Recovery in favor of newer supported cloud methods
- Refreshed laptops for telework as machines have reached warranty expiration, with an updated refresh cycle of 3-years, making aged peripherals available for staff to leverage while teleworking
- Continued deployment of Windows 11 Operating System for staff laptops
- Installed new and/or upgraded audio/video equipment (Conference Room 602, Commissioner's Conference Room)





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Configured and implemented one additional SharePoint site for the Financial Regulation division
- Continued deployment of additional Adobe Acrobat DC Pro installations using the current subscription-based model
- Completed migration from the legacy client-server financial auditing software solution to a cloud-based solution with the same vendor (TeamMate+)
- Began working with a deployment vendor on a system, Onspring, supporting the Legal Division for all aspects of Contract Management
- Adopted the state-provided Travel Authorization system for management of travel planning and approval, expense submission and tracking, travel demand projections and reporting to enable the agency to better manage staff travel
- Developed a Mental Health Parity Report Application to facilitate the collection of annual health carrier information concerning nonquantitative treatment limitations (NQTL's) for behavioral health vs medical surgical benefits, including analytics – to be implemented in the new fiscal year
- Began development of a new Medical Malpractice reporting application to update the platform from Java to .NET while offering improved functionality and analytics
- Facilitated technology requirements for the agency assuming business duties of PHL Variable Insurance Company as part of rehabilitation proceedings

### Digital Government

#### List of Online Services Available:

- Medical Malpractice Closed Claim Reporting: A system developed in response to a statute passed in 2006
- Online license information update: This allows licensees to change selected information on their license record
- Online License and appointment query: This will allow the general public to create and download lists of licensees.
- Online license verification: This allows verification of the status of a license.
- Online license print: Licensees may print their license online. The Department no longer prints and mails licenses.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Online license application: Up to 16 different license types may be applied for online.
- Online complaint submission
- Online license renewal (via the NAIC's NIPR application)
- Online Payment Portal
- Online Freedom of Information request through GovQA
- State's Robin website chatbot solution
- Life & Health Network Adequacy Survey submission system
- Pharmacy Benefit Management (PBM) Survey
- Prescription Drug Rebate Practice Report
- Outpatient Prescription Drug Cost Report
- Life Insurance Policy Locator tool

### List of Online Services Requested by Constituents:

- Online Complaint Inquiry
- Online External Review
- Online Company Address Update

### List of Online Services Planned to be made available:

- Market Conduct Mental Health Parity Annual Report submission system
- Medical Malpractice Closed Claim Reporting (upgrade)
- Health Insurance Out-of-Pocket Cost tool
- Property Insurance Risk Mapping tool
- Agency mobile app for enhanced access to insurance-related consumer information resources

## Planned Applications

- Begin using a Hoteling solution to manage scheduling of on-site work locations by staff, facilitate effective use of agency space, and provide reporting around agency footprint and space utilization
- Create a SharePoint site for each of the remaining divisions of the Insurance Department, establishing usage as a more collaborative tool
- Continue to refresh and upgrade a broad range of IT equipment (laptops for telework, audio/video equipment, peripherals, printers, scanners), with an updated refresh cycle of 3-years for staff laptops
- Complete deployment of Windows 11 Operating System for staff laptops



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Implement RightFax as a replacement for physical fax machines for any remaining agency divisions requiring fax services
- Explore opportunities to digitalize agency's mail process to reduce manual efforts associated with physical mail handling and streamline internal workflows
- Identify and distribute off-the-shelf training solutions applicable to the Microsoft suite of products utilized by the department
- Go live with a system, Onspring, supporting the Legal Division for all aspects of Contract Management
- Deploy a Mental Health Parity Report Application to facilitate the collection of annual health carrier information concerning nonquantitative treatment limitations (NQTL's) for behavioral health vs medical surgical benefits, including analytics
- Complete development and implement a new Medical Malpractice reporting application to update the platform from Java to .NET while offering improved functionality and analytics
- Implement a software solution, Quadient AR by YayPay, to facilitate tracking and aggregating assessments and invoicing for the Business Office
- Adopt the state's employee time reporter app for time off requests and approvals
- Launch and sustain a new Consumer Information Center, hosted on the Insurance Department website, to expand access to insurance resources and information
- Implement First Street for property risk mapping as an offering to all CT properties (residents, businesses, and communities)
- Go-live with a public-facing mobile application supporting the agency's mission to protect consumers, expand access to and enhance utility of insurance-related consumer information resources
- Continue leveraging technology solutions and partnership of the National Association of Insurance Commissioners (NAIC), where appropriate, to take advantage of modern applications and services made available to states

### Planned Artificial Intelligence Use Cases

- Implement Artificial Intelligence solutions with a goal of alleviating repetitive tasks and allowing agency staff to focus on value-added work
- Continue to learn how to best leverage Adobe Acrobat AI to review and summarize large documents to save time and effort
- Enable Microsoft Copilot for all Divisions with a goal of alleviating repetitive tasks, and allowing Agency staff to focus on value-added work
- Deploy an AI chatbot for Consumer Affairs to enable early detection of emerging trends, and to respond to consumers outside of business hour



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Select and implement a replacement for KIRA, a form filing document review system which assists the agency staff in document review by leveraging AI

### FY 2026 Technology Budget

Outlined below is an estimated plan for technology spend within the DOI:

Hardware	\$ 168,418
Software	\$ 212,661
Maintenance	\$ 55,767
Services (consulting)	\$ 0
Subscriptions	\$ 1,200
Telecom and Data	\$ 66,912

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- None currently planned



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Mental Health and Addiction Services

#### Mission

The Connecticut Department of Mental Health and Addiction Services is a health care agency whose mission is to promote the overall health and wellness of persons with behavioral health needs through an integrated network of holistic, comprehensive, effective, and efficient services and supports that foster dignity, respect, and self-sufficiency in those we serve.

The Psychiatric Security Review Board is an administrative agency charged with the oversight of individuals found not guilty of a crime by reason of mental disease or defect. IT services are provided through the Department of Mental Health and Addiction Services.

#### Technology Strategy

The mission of the Information Systems Division (ISD) is to provide quality IT services and solutions, effectively aligning business and technology objectives through collaboration, in order to provide the most cost-effective solutions that facilitate and improve the conduct of business for our state residents, businesses, visitors and government entities.

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements FY25

- Upgrade the Pharmacy systems at three DMHAS-operated inpatient facilities: Capitol Region Mental Health Center, Connecticut Mental Health Center and Southwest Connecticut Mental Health System.
- Installed Pyxis Medication Dispensing Carts at Blue Hills Hospital
- Microsoft DEVOPS implementation ( DevOps is the integration and automation of the software development and information technology operations)
- SAN Upgrade (2)
- Data Archiving
- Mobile Crisis Management System
- Move Middletown Video Network to Exec Domain
- Opioid Settlement Report and Data Management
- Individual panic buttons for community workers at Southeastern Mental Health Associates.
- Upgrade VMWare 7 to VMWare 8
- Hartford and Middletown locations live with WiFi
- DOTS (DMHAS Overtime Tracking System)



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- HIPAA Remediations
  - Removed old IPS devices
  - Strengthened password encryption on all network devices
  - SMB remediation
  - Fine-tuned alerts
  - Placed ACLs on perimeter of DMHAS network
  - Installed Ansible platform for configuration and automation
- Upgraded servers from Windows 2016 to 2019/2022
- Power BI Server and Process Rollout
- Moved Environmental alerts to Everbridge

### Digital Government

List of Online Services Planned to be made available:

- Housing Empowering Recovery from Opioids (HERO) Program Pre-Screen:  
  
Help those in the community experiencing housing instability that have an opiate use disorder to have supports of case management and other supports connected through website.
- Web Site Modernization

### Planned Applications

- Wi-Fi implementation in process for all DMHAS locations throughout the state
- EHR (Electronic Health Record) for eight DMHAS-operated facilities expected to begin within next state fiscal year, contingent on contract with UCONN Health
- Provider Suite of Applications Modernization: Redesign Provider Suite of Applications Critical Incidents, Physician Admission Tracking System, Consumer Satisfaction, DMHAS Data Application Program (DDaP) with new architecture, technology, and security measures for compliance with Race, Ethnicity, Language and HIPAA Remediation
- UKG Kronos implementation
- Install Pyxis Medication Dispensing Carts at, Capitol Region Mental Health Cetner, Connecticut Mental Health Center and Southwest Connecticut Mental Health System
- Robo Server transition from VMWare to Hyper-V
- Windows 11 Upgrade in Progress
- Computer Refresh to support Windows 11 Upgrade in Progress
- Continuation of HIPAA Remediations
- Installation of Security Cameras, Panic Alarms and Visitor system at inpatient level of care in Southwest Connecticut Mental Health system,



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Conference Room upgrades (Merritt Lee Auditorium, Page Hall (365), Page Hall Solarium, Capitol Region Mental Health Center CEO Conference room and ITU Conference room)
- Police Radio Upgrade
- Migrate Private Nonprofit users from RSA to MFA for authentication
- Upgrade SQL 2016 to 2022
- Expanding VMWare Server Cluster
- Upgrading VDI Server Cluster
- Upgrading VEEAM Environment
- Moving to VEEAM Vault for immutable storage
- Upgrading all 19" monitors to 24" monitors
- EOL Switch replacement
- Installation of wired switch port security 802.1X

### Planned Artificial Intelligence Use Cases

- Verkada Cameras

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

- |   |        |
|---|--------|
| • Hardware  | \$3M   |
| • Services (Consulting)                                 | \$1.7M |
| • Subscriptions and Maintenance (Hardware and Software) | \$2.2M |
| • Telecom and Data                                      | \$80K  |
| • Electronic Health Record                              | TBD    |

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- |                            |        |
|----------------------------|--------|
| • Desktop/Laptop Refresh   | \$700K |
| • Switch/Router Refresh    | \$450K |
| • Electronic Health Record | TBD    |



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Motor Vehicles

#### Mission

*To promote and advance public Safety, Security, and Service through the regulation of drivers, their motor vehicles, and certain vehicle-related businesses.*

#### Technology Strategy

The goal of the DMV Modernization Program is to:

1. Expand Governor Lamont's vision of digitizing state services and deliver new services and business capabilities on-line.
2. Leverage the State Enterprise Platform to provide services prospective and current citizens expect.
3. Enhance and modernize DMV's source production systems where warranted to ensure core business sustainability.

DMV's approach is to incrementally deploy and evolve its modernization efforts. Given this, DMV will:

- Deploy the necessary infrastructure for mobile driver license (mDL) and third-party wallets and secure a Transportation Safety Administration (TSA) waiver for use of the mobile DL in domestic travel.
- Identify DMV functions and services to provide digitized solutions via the recently deployed open, flexible, and scalable web-based front-end architecture, connected to the back-end legacy system via middleware (e.g., Salesforce / MuleSoft, etc.).
- Modernize and digitize DMV's business processes, including scanning and workflow management technology.
- Migrate all licensing applications and data to a state-of-the-art cloud-based environment. The result will be a web-based application environment with modern technologies that enhance security, interoperability, and scalability. This will allow seamless integration with enterprise architecture currently being developed at the state level (cloud-based).
- Integrate the aforementioned licensing application to the American Association of Motor Vehicle Administration (AAMVA) State-to-State System by 2028 and deploy AAMVA's Restful Application Programming Interface (API) by 2028 in both the licensing system and DMV's registration system CIVLS.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

### Technology Achievements

- Continued to add functionality in the self-service integrated transaction processing portal for both employees and customers. DMV expanded the number and types of vehicle registrations that can be processed online. In addition, customers can transmit via the Salesforce online applications for a new and renewal of an accessibility parking placard. DMV's online transaction volume equaled approximately 4.26 million.
- Completed migration of DMV's Adjudication System and Dealer and Repairers Complaint (DARC) systems from legacy, midrange technology environment to a modern, customer-centric, and cloud-based platform via Salesforce and MuleSoft.
- Migrated a middleware solution (MuleSoft) that integrates existing driver and vehicle solutions across technology platforms to the cloud (.NET, Mainframe, and Salesforce).
- Implemented a Salesforce enterprise customer appointment and queuing system replacing a third-party product in all DMV branch locations. The Salesforce system reuses elements of Salesforce Online product for customer consistency and usability, as well as account management. Moreover, this system provides the customer with the ability to receive detailed transactional instructions dependent upon what the customer seeks from DMV (license, registration, accessibility placard, etc.).
- The Know Before You Go transaction details solution reduced customer transactional counter failure from approximately 33% to around 19% of the total customer transactions served. Lastly, this product also deployed a customer contact information verification process SMS capabilities via SMS-Magic. This technology that is incorporated in Salesforce Integrated Appointment System allows for mobile customer appointment check-ins, as well as cancellations and rescheduling. The SMS texting technology has helped reduce customer appointment no shows from approximately 45% under the prior appointment system to around 19%.
- Completed migration of DMV's Contact Center Virtual Hold functionality to the cloud.
- Completed migration of CIVLS Server from Microsoft Windows 2008 to 2019.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Digital Government

Available On-Line Transactions	Requested by Constituents	Available Services
Renew Driver's License (DL) and non-Driver ID	Y	Y
Duplicate DL or non-Driver ID Request	Y	Y
Change of Address	Y	Y
Request Driving History (includes Medical Certification status)	Y	Y
Insurance Case Compliance Online	Y	Pending Deployment
Vehicle and Vessel Registration Renewal	Y	Y
Submit a Customer Service Request / Inquiry	Y	Y
Convert Learner's Permit to Driver's License	Y	Y
Change Organ Donor Status	Y	Y
Change Voter Registration Status	Y	Y
Reinstate License	Y	Y
Special Operator Permit Application	Y	Y
Commercial Driver's License Renewal	Y	N
Terminate and Reprint Vehicle Registration	Y	Y
Credential Status Tracking	Y	Y
Initiate REAL ID application	Y	N
Integrated Change of Address	Y	Y
Stand Alone Change of Address	Y	Y
Dealer/Repairer License Renewal	Y	Y
Replace Title	Y	Y
Replace Damaged License Plates	Y	Y
Order Special License Plates	Y	Y
Access Reprinted Registration	Y	Y
Access Vehicle Registration Renewal	Y	Y
Customer Contact Inquiry	Y	Y
Commercial Driver License Medical Certification added to Driver History	Y	Y
MyCT Account-DMV	Y	Y
Standalone Update Motor Vehicle Voter and Donor Status	Y	Y
Credential Delivery Tracking Status	Y	Y
myCT -Account DMV: Ability to view 'My Vehicles and My Vessels'	Y	Y



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Request, Renew and Update Disability Placard	Y	Y
--	---	---

### Planned Applications

Planned Online Service
Commercial Fleet Renewals via Salesforce Online
Mobile Driver License
Online Knowledge Test
Migrate Knowledge test and skills test appointments to Salesforce
Online Dealer and Repairer Application Services
Report Abandoned Vehicle
Public Passenger Endorsement Unit's online application process via Salesforce online
Deploy additional IVR transactions for DMV's Contact Center
Provide self-service via Salesforce Online for Insurance Compliance Services
Migration of DMV's Commercial Vehicle Operations Portal to Salesforce
Deploy an Employee Notification System

- Enable automated end-to-end business support capabilities (i.e., fleet management functionality for businesses such as towing companies, transportation/limousine, school buses, etc.).
- Replace DMV's workstations and Point of Sale Service system (e.g., credit card readers, DMV's electronic voter registration equipment, migration of Branch workstations from Windows 10 to Windows 11, etc.).

### Planned Artificial Intelligence Use Cases



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Within the framework of DMV's mainframe refactoring project, artificial intelligence (AI) is being considered as a means to accelerate the conversion of COBOL code to .Net. Additionally, AI may be used to generate initial test case scenarios. All use of AI will be limited to lower-level environments outside the state network.

### Planned Data Use Cases

- Standardize use of reporting tools in the review of DMV's appointment system cancellation and "no show" data to increase availability of appointment slots and minimize wait times.
- Utilize Experian data tools to cleanse licensing for deceased drivers as necessitated by the federal Real ID Act. DMV plans to leverage this effort by evaluating registration data as well which will provide the ability to close outstanding compliance issues and resolve debt for GAAP reporting purposes.

### FY 2026 Technology Budget

	Appropriated	Bonding
IT Consultant Services	\$ 4,306,000	\$ 17,911,095
Software as a Service	\$ 1,825,000	
IT Data Services DOIT	\$ 475,000	\$ 576,003
IT Hardware Maint & Support	\$ 80,000	
IT Software Licenses/Rental	\$ 415,000	
IT Software Maint & Support	\$ 875,000	
Telecommunications	\$ 450,000	
Capital-IT Hardware Purch/Inst		\$ 412,977
<b>Total</b>	<b>\$ 8,426,000</b>	<b>\$ 18,900,075</b>

### FY 2026 Technology Major Expenditures

Vendor	Description	Proposed
CARAHSOFT TECHNOLOGY CORPORATION	Salesforce Service/Mulesoft	\$ 420,000
COVENDIS	Consultants	\$ 1,500,000
DELOITTE CONSULTING LLP	Consultants	\$ 2,000,000
INSIGHT PUBLIC SECTOR INC	Adobe/Smartstreet	\$ 265,000
STRATEGIC COMMUNICATIONS LLC	Experian Tool	\$ 510,000
JD POWER	VIN Data	\$ 520,000
TBD	Anticipated Bonded IT Projects (S2S and Mobile ID)	\$ 18,900,075



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Public Health

#### Mission

The mission of the Department of Public Health is to protect and improve the health and safety of the people of Connecticut by:

- Assuring the conditions in which people can be healthy
- Preventing disease, injury, and disability, and
- Promoting equal enjoyment of the highest attainable standard of health, which is a human right and a priority of the state.

Along with other agencies, DPH will

- Support Governor Lamont's desire to support a digital government, which enables us to match service delivery efforts to how our citizens are expecting to consume them.

#### Technology Strategy

The mission of DPH-supporting BITS teams ("DPH IT") is to provide customer-centric IT solutions and support that drive productivity and further business transformation while keeping critical data and IT assets safe, secure, and reliable. The vision of DPH IT is to deliver incremental value continuously and efficiently to DPH business units through technology solutions that meet existing business needs, adapt quickly and responsibly to changes in the business, and encourage continuing innovation among our business partners. To achieve the mission and realize the vision, DPH IT will adopt the following strategies:

1. Ensure that BITS leadership and relevant BITS support staff are well-informed of the needs and goals of DPH and ensure that DPH executive leadership and other agency stakeholders are well-informed of capabilities and ongoing efforts within BITS to support DPH needs and goals
2. Work with DPH business units and executive leadership to identify opportunities for improving customer service, including eliminating paper-based form submissions, wherever possible
3. Modernize and simplify software systems that handle data entry, data submission, data validation, data transformation, data analysis, data reporting, and data sharing
4. Continuing investment in Microsoft Power Platform to build low-cost, simpler replacement solutions for Microsoft Access databases and .NET applications



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

5. Leverage data exchange technologies that have wide adoption among public health agencies nation-wide and for which there are freely shared data integration solutions from other states
6. Utilize data exchange intermediaries to reduce data connection costs, minimize administrative burden, and maximize use of their robust, secure architectures
7. Work with the Chief Information Security Officer to fortify cybersecurity practices.
8. Continue to utilize statewide enterprise services like the Open Data Portal.
9. Ensure proper communication and education of IT-related standards, policies, and expectations, including:
  - The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

### Technology Achievements

- Completed migration of all servers from the DPH Data Center to the State's Data Center.
- First large Agency to transition to an enterprise-level BMC Helix IT Service Desk Solution, enhancing user support efficiency.
- Successfully transitioned Agency-wide VPN access from RSA tokens to Azure VPN, leveraging Microsoft MFA for improved security.
- Transitioned users to Avaya soft phones, reducing dependency on physical phones and supporting hybrid and remote work.
- Transferred the State Public Health Laboratory Building Management System (BMS) from the facility management network (AZ Corporation) onto the State of Connecticut network. The BMS system controls all the laboratory operations such as air flow, lighting, heating, cooling, emergency generators and electrical systems.
- CT WiZ Interoperability: Established electronic data exchanges via the IZ Gateway Hub with 15 state IIS partners (NYC, NJ, RI, PHL, DE, NV, OK, NM, AR, KS, KY, MO, MI, FL, PA) and two federal partners in Connecticut: the Veterans Health Administration and the Electronic Disease Notification/Refugee Immunization Information System.
- Provider Onboarding: Onboarded 2,730 providers to CT WiZ, enabling the secure and accurate exchange of immunization records for patients vaccinated in Connecticut.
- DPH Nursing Home Dashboard: Developed a comprehensive Power BI dashboard to support informed decision-making regarding the quality of nursing home care and to highlight leading practices within the industry.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Nursing Home Strike Monitoring: Implemented JOT forms to digitize previously paper-based processes and developed real-time data pipelines and Power BI dashboards for leadership monitoring.
- Applicant Background Check Management System (ABCMS):
  - Enhanced support for additional fingerprinting locations, including integration with local police departments.
  - Enabled near real-time scheduling and results through direct integration with the DESPP fingerprinting system.
- ASPEN/CMS Migration: Successfully migrated the ASPEN/CMS database server and tape library from the 410 Capitol Ave data center to the CMS AWS Cloud.
- CT WIC MIS Upgrade: Upgraded the Women, Infants, and Children (WIC) Management Information System from version 4.0 to 4.3.
- Report Migration: Converted existing WebFOCUS reports to SQL Server Reporting Services (SSRS).
- Power Platform Standardization: Set up and standardized development environments (Sandbox, Dev, QA, and Prod) for the DPH Power Platform.
- Data Management and Governance (DMAG) Application: Introduced a model-driven application to support data governance initiatives.
- Behavioral Health Reporting: Onboarded Behavioral Health providers to the DPH FLIS portal for Reportable Events submissions.
- Doula Training Vendor Portal: Deployed a comprehensive online portal for Doula training organizations to submit curricula, testing materials, attendance records, and trainer qualifications for official review and approval.
- Beach Water Quality Monitoring: Developed a Power App and web map portal enabling real-time data entry, monitoring, and public access to beach water quality status and advisories, in collaboration with DEEP and local health departments.
- Nursing Education Program Request Portal: Launched a digital portal for Schools of Nursing in Connecticut to submit program approval requests to the Board of Examiners.
- CT EDSS – Upgraded Maven 6 in Oct. 2024 and again in March 2025 to remain on latest secure versions supported by vendor.
- CT-EPHT: Changed application server to save \$25k in annual support/subscription costs during upgrade from Maven 5 to version 6.
- Vital records – Deployed SMDES to automate marriage verification by Social Security Administration (SSA).
- Drinking Water - Upgraded Safe Drinking Water (SDWIS) system to allow current compliance with the EPA's regulations.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Migrated all the Inspirata (vendor product) providers to In-house Secure File Transfer process for pathology reporting.

### Digital Government

#### List of Online Services Available:

- Vital Records – through its partnership with VitalCheck, DPH gives Connecticut citizens the ability to request the following certificates through an online portal:
  - Birth certificates
  - Death certificates
  - Marriage certificates
- DPH Submissions – a data collection portal that gives health care providers a convenient way of submitting certain data to DPH, including
  - COVID-19 Vaccine Clinic Pre-Registration
  - COVID-19 Vaccine Orders (Enrolled CoVP Providers)
  - COVID-19 Vaccinator Registration
  - EMS Educational Approvals
  - Application for Electronic Reporting to CT-WiZ (DPH's Immunization System)
  - Immunization Requests
  - Respiratory Collection Supplies Requests
  - Congregate Facilities and Senior Living Intake (Request for Vaccination Assistance)
  - CTWIC Interest Form (can be submitted prior to WIC application)
  - Telehealth Registration
  - School-related public health data submissions
  - Other secure public health data submissions
- Public facing "Helpdesk" ticketing system
- Compliance and Status reports for Long Term Care facilities
- CT WiZ Public Portal for citizen access to their own immunization records
- E-Licensing – DPH administers a variety of provider-based and facility-based credentials through the State's enterprise, online e-licensing system.
- Open Data Portal – DPH publishes considerable public health data to the State's Open Data Portal (maintained by the Office of Policy and Management)
- Case Management Portals – DPH maintains 3 distinct portals for sharing data and collaborating with our CT Public Health business partners:





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- CTSITE - Allows communications with hospitals and birthing facilities specifically for newborn screening test requests and results, hearing screening, and blood lead testing
- CT-EDSS – User portal for providers and local health departments for surveillance of reportable diseases and collaborate on outbreaks
- CT-EPHT - Environmental portal for reporting and analyzing environmental issues affecting CT public health, such as beach and drinking water quality, Site-related contaminants, such as asbestos, lead, radon, PFAB, foodborne illness, etc.
- ABCMS (Automated Background Management System) - Allows all long-term care providers to monitor the status of fingerprint-based background checks and provides capability for DPH to approve or deny individual requests to hire direct care staff. This system is linked directly to the DESPP fingerprinting system to schedule tests and receive background results in near real time.

### List of Online Services Requested by Constituents:

- Ability to process payments to DPH electronically – as an alternative to paper-based forms, submitted with requisite paper checks for fees though Postal Service mail.

### List of Online Services Planned to be made available:

- Ability for public health facilities to send laboratory orders and receive laboratory results electronically (in progress)

## Planned Applications

- Laboratory Information Management Systems (Modernization)
  - Newborn Screening LIMS
  - Infectious Diseases LIMS
  - Environmental Testing LIMS
- Drinking Water State-Federal-Tribal Information Exchange System (DW-SFTIES) – a modernization of the Safe Drinking Water Information System (SDWIS)
- Fleet Scheduling Application – adapt what was built by DCF (Power Platform solution)
- Wireless Device Management – new Power-platform solution
- Data Exchange Platform: Modernization of the Data Exchange Platform for improved data sharing and interoperability.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- ASPEN to iQIES Migration: Complete transition to the web-based iQIES application for all Nursing Home surveys by July 2025, including training and support for FLIS staff.
- CMS/Verizon Infrastructure Migration: Finalize migration of remaining CMS/Verizon infrastructure (modem, firewall, rack, and 50M circuit) from the 410 Capitol Ave data center to the Groton Data Center.
- ABCMS Enhancements: Expand support for additional fingerprinting locations throughout the state.
- CT WIC Vendor Transition: Migrate WIC vendor operations from Conduent to FIS.
- Contracts & Grants Modernization: Migrate legacy Access-based Contracts and Grants Management system to the Power Platform, including modules for Contracts, Grants, Payments, and Refunds.
- Legal Case Management System: Implement new case management software (Legal Files) for the Legal Division.
- TB Billing System Migration: Transition the legacy TB Billing application from Microsoft Access to a Power App solution.
- DPH Mobile Device Tracker: Develop and deploy a mobile device request tracking system.
- Fleet Scheduling/Management Application: Design and implement a digital system to support fleet operations and oversight (adaptation from DCF application)
- A web portal for Practitioner Investigations Unit to securely collect confidential data and storage of sensitive information on professionals licensed by the department
- Maven – Modernizing interfaces with new LIMS and existing state birth registry.
- Vital records - Assisting Vital Records and system vendor with addition of new birth and fetal death modules to CT-Vitals platform.
- Maven upgrade from version 5 to 6 which will be compatible with mobile & tablet and also ensures a supported & secure platform into the future.
- Migrating all existing manual pathology reporting (paper and PDF submissions) providers to Secure File Transfer process.

### Planned Artificial Intelligence Use Cases

- Use of AI for copy editing of documents
- Use of AI for document version comparisons
- Use of AI to facilitate application development

### FY 2025 Technology Budget



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### State Funds

Category	Amount
Beeper/Pager Services	\$77,696.45
IT Hardware Purchases	
• Capital Equipment Purchasing Fund	\$200,000.00
• Other Expenses	\$60,000.00
Capitalized Software	\$18,970.16
Controllable Property	\$1,526.46
IT Hardware Maintenance & Support	\$12,950.01
IT Software Maintenance & Support	\$474,864.73
IT Supplies	\$18,008.65
Licenses	\$37,002.20
Management Consultant Services	\$3,599.50
Non-Controllable Property	\$146.00
Non-Controllable Software	\$62,226.89
Other Equip Maintenance/Rep-Contract	\$1,870.62
Premises Repair/Maintenance Supplies	\$2,900.00
Subscriptions	\$6,295.00
<b>TOTAL</b>	<b>\$978,056.67</b>

### Federal Funds

Category	Amount
IT Staff (Salary/Fringe/Indirect)	\$3,679,026.00
IT Consultant Services Hourly	\$6,473,508.92
IT Data Services	\$38,998.00
IT Supplies	\$388,653.44
IT Hardware Maintenance & Support	\$215,447.00
IT Hardware Non-Controllable	\$8,811.00
IT Software Maintenance & Support	\$5,652,641.00
IT Supplies	\$388,653.00
Cellular communication Services	\$108,763.04
<b>TOTAL</b>	<b>\$16,954,501.40</b>

### FY 2025 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Laboratory Information Management Systems



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Newborn Screening LIMS
- Infectious Diseases LIMS
- Environmental Testing LIMS
- WIC Participant Portal
- Birth Registry



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Revenue Services

#### Mission

Instill public confidence in the integrity and fairness of tax collection; achieve the highest level of voluntary taxpayer compliance; continuously improve agency performance; contribute to the fiscal and economic well-being of the state; and provide a positive and professional workplace.

#### Technology Strategy

As a data- and technology-driven enterprise, DRS applies a systems approach that aligns technological improvement with our business objectives and processes. DRS pursues an integrated, dynamic information management and communication strategy that provides:

- Real-time information sharing, data mining and outcome tracking that is secure, accurate and accessible for DRS staff in the office, in the field and at home.
- Secure and timely information to assist taxpayers.
- Workflow enhancements that reduce processing and hand-offs, improving teamwork and timeliness.
- Continued transition to paperless, automated processing and reporting that will free up resources for taxpayer services and collections.
- A user-friendly, web-based system and phone system for taxpayer information and services to maximize voluntary compliance and combat fraud.
- To use the latest technology in tax administration,
- Enhanced communication, training, and teamwork for employees; and
- Core management analytics, key performance indicators and benchmarking.

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#)."

#### Technology Achievements

- Upgraded Avaya phone system to current supported version.
- Tax Forms workflow project.
- Migrated legacy data warehouse to new platform.
- Migrated legacy tax administration system (ITAS) to current tax administration environment (CTax)
- Upgraded network switches at 2 regional offices and provided WiFi accessibility.
- Created a front-end application to search and view ITAS documents.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Shutdown ITAS environment, saving the state \$500,000 per year in maint. costs.

### Digital Government

List of Online Services Available:

- myconneCT (taxpayer portal for filing and managing their taxes)
- myconneCT chatbot
- Self-service payment plan application and approval
- Refund validation quiz
- Tax calculators
- Electronic filing for real estate conveyance tax
- Self-service for tax status letter requests
- New Online Forms and DRS Application For NAA-02 (Neighborhood Assistance Application)
- Fillable and downloadable tax forms
- Taxpayer publications and guidance
- Paid Preparer e-License
- Business tax help presentations
- Home page Latest Newsfeed, e-Alerts, and social media deployment

List of Online Services Requested by Constituents:

- Taxpayer tutorials
- Taxpayer service chat capacity
- Enhanced website navigation
- Mobile applications

### Planned Applications

- Revenue Premier migration project – Legacy data warehouse.
- Implement and enhance DRS Tax Forms workflow system.
- Upgrade Refund Validation system for tax year 2026.
- Upgrade/Rewrite Correspondence Scanned Mail system.

### Planned Artificial Intelligence Use Cases

BITS will be leveraging our technology partners to explore potential use cases for AI that will provide strategic value to DRS.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Planned Data Use Cases

Using advanced data analytics from our Tax Administration system to improve three main tax functions (Identity Verification, Collections and Audit Services):

- Advanced analytics models
- Forecasting and tax simulation tools
- Identity fraud detection against fictitious identities and identity theft.
- Advanced strategies for business collections.
- Reporting and trend analysis

### FY 2025 Technology Budget

Outline a plan for technology spend from all sources:

#### Hardware

- Network switch refresh - \$750,000

#### Software

- Miscellaneous software - \$200,000

#### Services (consulting)

- Replatform legacy tax administration system (ITRP, MBDB) - \$250,000
- FAST Identity Verification Services (FIVS) - \$500,000
- FAST Collection Services (FCS) - \$1.5M
- FAST Audit Services (FAS) - \$1.5M
- FAST system maintenance and operations - \$6.3M
- Telecom and Data - \$250,000

### FY 2025 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Collection Services - \$1.5M
- Audit Services - \$1M
- Fraud Prevention services - \$1M
- Network switch refresh - \$750,000



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Social Services

#### Mission

We, along with our partners, provide person-centered programs and services to enhance the well-being of individuals, families, and communities.

#### Technology Strategy

The technology strategy for DSS is built with a vision to meet DSS strategic objectives.

#### **DSS Strategic Objectives:**

1. Create the most dignified experience for obtaining and maintaining benefits
2. Empower a proactive, mission driven DSS workforce that is focused on our customers
3. Help DSS customers live longer and healthier lives
4. Leverage innovative ways to improve economic security and success for DSS Customers

**Our Vision:** Guided by our shared belief in human potential, we envision a Connecticut where all can be healthy, secure, and thriving.

**Our Goals:** DSS has some aspirational goals, we seek to:

- Drive decision-making, collaboration and service-coordination through enhanced use of data and technology to improve services.
- Improve access to health and human services to enable our customers to gain independence, enhance health and achieve well-being.
- Instill public trust by continuously improving the way we administer programs, manage our resources and operate our infrastructure.

**Our Objectives:** In support of DSS agency goals, DSS ITS has established some initial objectives:

- To implement approved business information technology projects for HHS Shared Services.
- To develop standards on how we use data.
- To develop a method to prioritize and align new business technology projects.
- To continue to improve the IT organizational structure.
- Utilize partnerships and strategic alliances with DAS/BITS and other CT Executive Agencies to pursue and implement enterprise solutions and achieve economies of scale.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

DSS recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

**Our plans:** Our plans are designed to arrange projects to instantiate and bring to life our IT objectives.

- Please see the Planned Applications section of this document

### Technology Achievements

- **Opportunity Center / Appointment Scheduling** – The Opportunity Center Governor’s initiative has a vision to open doors for equitable access to services that meet the diverse needs of individuals and families in Connecticut, supporting their health and economic mobility to thrive. The planning and implementation of Software, hardware and infrastructure needs for pre-pilot was completed in SFY 2024. The initiative had three phases for implementation, and the pre-pilot and pilot phases were completed in SFY2025. The third phase planning is to start in FY2026 and included extending to a second physical location, the incorporation of Department of Housing services as well as an improved appointment scheduling system and associated notices.
- **Planned go-live:** August 2025
- **ConneCT/ImpaCT** – Advanced Eligibility System - ImpaCT is the latest step in DSS’s modernization process. A state-of-the-art eligibility system to improve the service we provide our clients, to help DSS be even more efficient and timely, and to make sure that Connecticut families are getting the vital human services benefits for which they are eligible. The final wave of a deliberate, phased approach was implemented August 2017. M&O services for ImpaCT was transitioned from Deloitte over to Infosys during FY2022/FY2023 and was completely taken over by Infosys during FY2024. During FY2024/FY2025 – Multiple enhancements were done in ImpaCT to support state and federal mandates (Under PHE unwinding) . Additional enhancements to support increased Automation was worked on and delivered during early Jan 2025. This helps in faster processing of cases and reduces Eligibility workers workload. Existing Adobe architecture to generate Correspondance PDFs was was modernized by introducing IBM MQ components. This was implemented in production in May 2025. Team also worked on automating the Summer EBT program within ImpaCT application. This automation went live in late June 2025 and removes manual processes Future enhancements for client centric enhancements and operational efficiency are being gathered and will be included in the new APD that will be submitted for Federal reviews in during early 2025.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- **Enterprise Program Management Office (EPMO)** – The EPMO operates at a strategic level, in collaboration with DSS executive leadership, to ensure all projects and programs within the DSS portfolio are coordinated, ensuring appropriate sequencing and compliment. It ensures all projects are within the agency’s strategy, mission, vision and business goals and priorities, while managing, monitoring, and assessing the status of all projects in DSS by maintaining enterprise-wide management processes, methods, templates, tools, and reporting mechanisms. The EPMO provides oversight, governance and support for all DSS projects, through the Office of the Commissioner and under Deputy Commissioner guidance, while continually identifying and supporting the maximization of fund sources, including leveraging functional alignment, analysis, project intake, and strategic assessment for the agency’s benefit of increasing resource efficiency and promoting positive agency outcomes and accurate cost allocation methodologies across federal funding instruments.

**CT Medicaid Enterprise Technology System (CT METS)** – The Connecticut Medicaid Enterprise Technology System (CT METS) is a comprehensive business transformation and technology initiative led by the Department of Social Services (DSS) to enhance services and outcomes for individuals served by Medicaid and related programs. Beginning in early 2026, CT METS will start implementing recommendations from its Enterprise Data Governance Initiative.

The initial phases of Iteration One of the Enterprise Care and Case Management (ECCM) module have been successfully deployed, with two additional releases planned in 2026 to introduce further enhancements. Two major procurements—the System Integration Platform (SIP) and the Enterprise Data Warehouse and Analytics (EDW&A) module—will also transition into the implementation phase.

Looking ahead, additional modular solutions and services will be planned and procured in 2026 as part of the continued effort to modernize the existing Medicaid Management Information System (MMIS). These modular technologies will support person-centered service delivery cross DSS and partner state agencies administering Medicaid services.

The CT METS program will advance in phases over the coming years, driving incremental operational and structural improvements while remaining flexible and responsive to the evolving needs of Medicaid members, providers, and DSS.

- **MyDSS** – A progressive web application platform to support DSS clients by providing access to case information, real-time electronic benefit transfer (EBT) card balances,



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

report changes, and complete case renewals as well as Supplemental Nutrition Assistance Program (SNAP) mid certification reviews. As part of implementing the Phase 5 of MyDSS, we are creating a web portal for Social Security Administration (SSA) technicians who assist SSI applicants and recipients living in a pure SSI household in Connecticut with the completion of SNAP applications. We also enhanced some of the existing features of current MyDSS functions.

One of the key features in development is the EBT card lock/unlock functionality, and the chatbot functionality. The EBT lock/unlock feature allows clients to lock, block, and unlock their EBT cards as needed. The chatbot provides clients with efficient and modern options for obtaining timely and accurate information regarding applications, eligibility, and the status of their benefits.

- **IVR Interim Call Recording:**
  - Configure 300 Agents and extensions to be recorded.
  - Completed Q4 of SFY 2024  
Complete as of January 2025
- **Medicaid Data Warehouse:** The Medicaid Data Warehouse (MDW) is the State of Connecticut (CT) repository tied to interchange data from the Medicaid Management Information System (iC-MMIS). CMS implemented T-MSIS requirements for all States beginning in 2015. CMS continues to work with States to ensure Data Quality (DQ) compliance as CMS is using the T-MSIS data to conduct program oversight, administration, and integrity. As CMS reviews the data, they continue to issue new guidance around data in specific fields. Data quality assessment is measured using the Outcomes Based Assessment methodology. States must meet data quality targets and expectations. Over the course of the next year, modifications will be made to comply with the new guidance, as well as work to obtain missing data. Data Quality (DQ) and reliability effort is paramount when reporting on Medicaid data. The existing Medicaid Data Warehouse uses a traditional installed application to view and access the data and reports within the MDW.

The following were achieved in SFY24:

- TMSIS
  - Resubmitted claims data required by CMS due to system changes
  - Implemented new CMS file layout changes (Phase 1)
  - Researched and responded to Data Quality (DQ) items
  - Meeting all Outcomes-Based Assessment categories
  - CMS has complemented CT for being one of the top TMSIS states



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Electronic Visit Verification (EVV)
    - Added Open EVV data
    - Added DSS Consumer Direct EVV data
  - CMS372 Waiver Reporting – produced the 10 CMS372 waiver reports for DSS. Fiscal utilizes these reports to submit data to CMS.
  - System modifications to capture new data added in MMIS interChange (iC) and ImpaCT such as new state categories of service and client renewal date.
- **Health Information Exchange (HIE)** - HITECH initiatives have transitioned under the MMIS for the implementation of a Statewide Health Information Exchange system for FFY2022 and beyond. The HIE entity, Connie, went live in May 2021 and provides a common statewide service utility to support secure connectivity across the provider and caregiver community and the implementation of current and future use cases. It also provides a mechanism for the participation of community organizations, behavioral health providers, long-term and post-acute care providers, and others who may not have the technology or resources to participate in the same manner as those with certified electronic health record (EHR) systems. Connie continues to actively onboard organizations which has increased the number of data feeds as well as information into the system. Over the past year the following use cases went live; Patient Access – which allows any CT consumer with the ability to access and view their information in Connie using an app, Dental Health Records – which allows dentists to be part of a patient care team and gives dentists access to view a Problem List which lists specific patient health conditions relevant to patient safety, preventative care and treatment outcomes, Advanced Directives – which allows providers access to advanced directives via AD Vault/My Directives, and Immunizations – which compiles a list of immunizations from the Continuity of Care Documents (CCD) submitted by providers.
- **Low Income Home Energy Assistance Program (LIHEAP/CEAP-LIHWAP)** – This project enhances access to the LIHEAP/LIHWAP program with a web-based Salesforce interface. Customers now have an automated and online application process to work through instead of downloading a form and submitting it manually. The application includes an interface with ImpaCT for real-time confirmation of income eligibility that helps to increase the speed and accuracy of the application process. – completed Q2 for fiscal 2024.
- This project was completed in 2024



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Currently in M&O
- Minor enhancements
- **Centralized Reporting / Dashboard Solution** - This platform provides a variety of dashboards for reporting, analytics and business Intelligence work for DSS operations. Enhancements to resource center operational dashboards continue as ongoing efforts. New dashboards for DSS Electronic Communications, MYDSS (DSS Progressive Web Application /mobile solution) were completed in SFY24. Over 50 ad-hoc reports were generated. Created the 'MED-Connect': Medicaid for Employees with Disabilities Program Report to be used as the data source for a legislatively mandated assessment and report on the MED-Connect program.
- **DSS Centralized Dashboard & Reporting (Public Facing)** - The tool provides public-facing dashboards, visualizations, and other data available through the DSS customer portal. In 2023, Medicaid cost and quality transparency data were added in furtherance of Executive Order 6. Interactive PHE Unwinding dashboards were also added to the existing platform.
- **Salesforce Governance and Continued Modernization** – This initiative has a strategic focus on modernizing business architecture, legacy technology platforms, and processes to improve the experience for both staff and clients at DSS. To start, the goal was to establish processes, guidelines, and develop the workforce required to systematically modernize outdated technology and provide innovative solutions using the Salesforce platform. In SFY24, our achievements in this area include Phase 4 of the Pathways application and the successful implementation of SWAN. Additionally, we have socialized the initial guidelines for Salesforce governance, a high-level maintenance and operational model, and the necessary technical team structure. This effort is ongoing.
- In Pathways, we automated the annual report, eliminating the time-consuming manual process of creating the report. We also made enhancements to the Invoice Module, improving functionalities for Super Users and Coordinators.
- **Migration of Enterprise Application to BITS NexGen Platform** - Migrate enterprise applications from current to modern hardware and hypervisor platforms with the goal of improving performance, support, and reducing costs.
- **Home Care Worker Registry (HCWR)** - This registry is provided to assist individuals in locating qualified home care workers. The registry also provides a website individual



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

and service providers agencies to list their services, qualifications and availability to provide home care.

- **Mainframe Replatform** - Migrate mainframe legacy applications to modern technology with the goal to reduce and ultimately eliminate costs associated with the mainframe and support thereof. The State worked with Gartner to perform an assessment of remaining applications on the mainframe and provide a roadmap for modernization.
- **AWS** - Implemented Azure Virtual Desktop (AVD) for vendors and consultants to access our AWS and on-premises environments securely on state owned infrastructure, eliminating the need to install and manage software on vendor owned machines for access to state systems.
- **AWS Multi-Vendor Environment Build Initiative** - Implemented new segregated application environments (MVE1, MVE2 and MVE3) for ImpaCT, ConneCT, BIP with full ahCT integration for the EOM vendor. These environments allow the EOM vendor to develop, test and deploy maintenance and operational management for ImpaCT, ConneCT and BIP.
- **CT Pathways** - CT Pathways is an online application used to manage training and employment opportunities to participants who are eligible for SNAP benefits. It is used by DSS internal users and external educational facilities to view and update the training components for the participants. It receives demographic and eligibility data for SNAP participants from Impact. It also receives wage and employment data from the Department of Labor (DOL). Added a new capability within the application called Invoice Module. This functionality will enable the program coordinators within Pathways application to create and submit invoices per quarter for participants enrolled in their respective community college. There are multiple enhancements planned for FY2025 like Chatter functionality, Texting, Automation of Annual & Quarterly 583 reports for Federal government.

In Pathways, we automated the annual report, eliminating the time-consuming manual process. The report is available in Tableau now. We also made enhancements to the Invoice Module, improving functionalities for Super Users and Coordinators. Enhanced the reporting capability in Pathways by adding new reports like Additional Participants Characteristics report, Mean age calculation report etc.

- **Race, Ethnicity and Language (REL)** - The REL Data Collection project is a strategic initiative mandated by Public Act 21-35, Section 11. The project aims to establish uniform standards for the collection of REL data across relevant entities and health care



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

providers in the state of Connecticut. This is a multiagency initiative involving both the DSS and OHS (Office of Health Strategy).

OHS - Onboarded a business analyst to conduct REL feasibility study on the existing Facilities Data collection application. Post feasibility study contractors have been onboarded to implement the REL changes in FY2025.

DSS - Onboarded a business analyst to conduct a REL feasibility study on ImpaCT and multiple interfaces, exchanges and forms. The feasibility study is expected to be completed by late Sep 2024 and shared with DSS leadership to decide on the strategy and path for compliance with PA 21-35 and Federal SPD-15.

Some of the implementation completed this year are

- Payment Module for Internal and External users
- Email/Notification Module, Security Module & ForgeRock Implementation
- File Submission Module & Reporting Module
- File Submission Dashboard & Facility Status Dashboard
- Database driven File format and content custom validations
- **Digitization of VS56 & VS57 Documents for Child Support Program** - The purpose of this project is to replace the inefficient and labor-intensive paper process of storing and retrieving VS-56 & VS-57 documents with a digitized, streamlined, and easily accessible system. By implementing a document management system, the project aims to save time, reduce costs, and enhance the efficiency of both DPH and DSS. The project aligns with the Governor's Initiatives to improve service delivery and efficiency in providing services to customers. This initiative was completed in May 2024.
- **Child Support** - The Office of Child Support Services' (OCSS) project to replace their legacy system is in full swing. Agency leadership in concert with the DSS Project Director and BITS Project Director have been working closely with stakeholders across the executive and judicial branches of government to design and build a modern, customer centric child support system. During the past year, the project team conducted design reviews of DSD documents and technical document/deliverables and completed the design approvals of sessions for Ease of Use, Case Initiation, Locate. Development has been approved for these 3 sub-systems and design will be approved for Establishment, Enforcement, Financials. IRG and Case Management over the next 6 months. In addition, Data Cleansing, Data Conversion and Data Mapping efforts are also occurring.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

An integrated Project Management Schedule has been developed that will include tasks across all groups along with their dependencies. Additional funding request is currently being discussed as the State (ITCAP) and Federal level (ACF).

- **Health Insurance Exchange** – Implemented activities to finalize the Public Health Emergency unwinding and to determine individuals into their accurate medical coverage groups post PHE. Improvements to the process were made by adding CMS approved exparte-processes to more efficiently passively renewal medical coverage, thereby reducing the need for consumers to manually renew. This including changing system logic to renew at the individual level instead of at the household level and implemented a check for active SNAP. For HUSKY program eligibility, resumed requiring verifications when necessary, such as when the information provided contradicts the Federal Services Data Hub matches and resumed closure batches for individuals who failed to provide required verifications. Added National Change of Address (NCOA) checks for HUSKY renewals and used NCOA to update mailing addresses to ensure more recent contact information. Simplified auto enrollment into Covered CT by adding an opt-into or decline Covered CT autoenrollment if they are losing HUSKY coverage (except for losing coverage because they failed to complete the manual Medicaid renewal). Automated integration of demographic data for shared consumers to flow from DSS ImpaCT system to HIX system without a need for worker intervention, and to ensure accurate synced data in both systems.
- **Automation Project:** The Automation project introduced a new capability within the ImpaCT application by leveraging the Smart Automation Engine to automate data entry. This was achieved through a combination of Application Programming Interfaces (APIs) and UI Path Robotic Process Automation (RPA) technologies.

Once clients submit various types of online applications—such as New Case, Renewals, Case Changes, Add Program, or Add Individuals—via ConneCT, the Smart Automation Engine collects the entered information, performs initial validations, conducts file clearance and application registration (as needed), and stages the data in ImpaCT for verification by eligibility operations staff. A corresponding task is created in line with the existing task processing workflow.

Additionally, the project enhances automated data exchange between the HIX and ImpaCT systems. It modifies the existing integration to reduce the number of eligibility action tasks and employs a real-time web service to synchronize demographic data from ImpaCT to HIX. The project also includes bot functionality to enable the timely addition of Medicaid coverage for newborns, based on electronic





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

W-416 forms submitted by Connecticut hospitals in both the ImpaCT and HIX systems.

### Website redesign

Through a focused and robust website optimization effort, DSS applied modern design, content, and accessibility standards to optimize critical digital entry points for their services and information. This effort reduced cognitive load on customers, improved user engagement and trust, and implemented consistent and equitable access for all consumers of DSS services.

### Digital Government

#### List of Online Services Available:

- Pre-Screening Tool
- Benefit Details and Status
- Online Application
- Online Renewal
- Online Changes
- Online Periodic Report Form
- Document Upload
- Document submission status
- Paperless notices
- Request a Fair Hearing
- Client Survey
- Mobile Application submissions
- Mobile Application Renewals
- Mobile Application Change submissions
- Texting platform sending single messages and bulk messages
- Community Partner Functionality
  - ability to submit multiple applications on clients' behalf
  - document upload
  - online submission status

#### List of Online services Requested by Constituents:

- Community Partner Functionality to include a Community Partner Portal
  - Client Look up, revealing benefit details and status.
  - Online Renewals.
  - Online Changes.
- Online Periodic Review Form for SNAP



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

List of Online Services Planned to be made available:

- Updates to Mobile Optimized Landing Page, home page, and screen flow
- Updates to MyDSS portal for SSA Joint processing
- Enterprise Care and Case Management tool: Community Options

### Planned Applications

- **Child Support** - The Child Support Modernization is a large-scale business process improvement and technology program to improve services to residents served by the Connecticut Child Support Program. The Child Support Program, which is led by the Department of Social Services (DSS) Office of Child Support Services (OCSS), is expected to replace the existing thirty-seven-year-old system with new technologies that will align current information systems and business processes and increase person-centered services. The effort is expected to extend over several years and is currently in the functional and technical design phase stage of the project. The new solution will replace the existing legacy system that tracks, monitors and maintains state-wide child support cases, including the daily collection and distribution of \$1,000,000 in child support payments. Design has been approved for initial sub-systems and development of the new system will commence in Q1 of SFY 2026.
- **BIP UA Enhancement** - DSS is intending to replace and enhance their current Universal Assessment for Balancing Incentive Program (BIP) through a Salesforce based cloud solution. Vendor is identified for this work and development of the new system will commence in SFY 2025.

The Solution requirements completed/planning to complete are categorized into two groups: (1) Algorithm Enhancements for Level of Need ("LON") and Level of Care ("LOC") Determinations and Budget Allocation; and (2) User Interface ("UI") Replacement and User Experience ("UX") Improvements

### Solution Requirements

1. Algorithm Enhancements for LON and LOC Determinations and Budget Allocation
2. UI and UX Improvements
3. Compliance with interRAI Standards
4. Integration with ECCM system
5. Integration with DSS Eligibility and Enrollment System



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Legal and Regulatory Compliance.

- **Chatbot** - DSS seeks to capitalize on the latest capabilities of Chatbot technology to help mitigate the endemic shortage of resources needed to address benefits and service center call wait times and task backlogs. By automating routine work such as the answering of routine questions from individuals wishing to interact with DSS through the implementation of an Eligibility Operations Chatbot capability, DSS seeks to reduce call wait times and free up service center agents to focus on more complex issues and client needs. Development of the new system will commence in SFY 2025.
  - Inflight as of May 2025
    - 5 Unauthenticated Intents
    - 4 Authenticated intents
    - 2 Navigational features and Metrics for reporting
      - Target go-live August 2025
      - To be deployed on across on below platforms
        - ConneCT
        - MyDSS (PWA)
        - Portal.ct.gov (DSS Website)
- **Opportunity Center / Appointment Scheduling System** - Phase 2 of pilot phase implementation of the Opportunity Center Governor's initiative will commence in SFY 2025. This phase includes upgrades to existing MyCT portal and customer friendly cloud-based appointment scheduling system.
- **ConneCT Modernization** -Civilla is currently working on recommendations for both ConneCT as well as new applications (W-1E) that will be piloted as paper form during FFY2025 and will need corresponding system changes that will be part of the new client centric APD (mentioned under the ImpaCT initiative as well).
- **Customer Experience Enhancement: CX SOW**
  - DSS seeks to enhance the functionality and user experience of it's ConneCT, ImpaCT systems. The Department's existing systems need to be enhanced to provide the status about the submitted applications through ConneCT, improve password reset options, and improve layout and language for the notices in ImpaCT.
  - This work is expected to be started in the next several weeks
  - Work is expected to begin in the next several weeks
- **Enterprise Program Management Office (EPMO)** - DSS continues to refine the EPMO to support project prioritization, validation of alignment to the agency's strategy and mission, project budget adherence, cost allocation models, cross agency business project management, standardization of project management tools, processes and



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

reporting to the agency's federal partners. The EPMO is strengthening its ability to manage, provide oversight and forecast budgetary needs to the complex portfolio of concurrent, inter-related projects in the agency. The EPMO engages in ongoing efforts to increase the transparency, by using automated tool sets for project activities, business expectations, key performance metrics, and performance through the application of project management best practices, policies, processes, and industry-standard methodologies. The EPMO is actively working to align project outcomes with the agency's strategic key performance indicators (KPIs) and planned key results (PKRs), to ensure that project efforts directly support broader organizational goals.

**Connecticut Medicaid Enterprise Technology System (CT METS)** –The CT METS Program will continue advancing efforts to modernize, streamline, and align legacy information systems and business processes with the agency's Medicaid program priorities. As the program progresses, it will deliver improved experiences for members and providers, strengthen program integrity, and enhance data sharing across systems to support better health outcomes.

The System Integration Platform (SIP) procurement is nearing finalization and is expected to begin implementation in October 2025. SIP will enable seamless integration of modular solutions across the Medicaid Enterprise System (MES) and advance the State's interoperability goals. In parallel, the Enterprise Data Warehouse and Analytics (EDW&A) module procurement is complete and scheduled to launch in August 2025. EDW&A will leverage SIP to receive critical data from legacy systems and expand to additional data sources over time.

The CT METS roadmap has also been updated to include additional ECCM iterations, with Iteration 3 planning in 2026 to support final enhancements and full solution integration. Planning is underway for multiple modular procurements to replace the current Medicaid Management Information System (MMIS), including the Enterprise Provider Management (EPM) and Claims and Financial (C/F) modules. The EPM procurement is expected to initiate in 2026.

### **Data Governance Initiative:**

This initiative is to mature the Department's data governance and data quality infrastructure. The focus is on policies, processes, standards, and strategies that improve data management across the DSS enterprise. Specific areas of development include data quality and governance, and sustainable structures, processes, and practices that help advance the integrity, management, protection, and use of DSS data. Enhancement of the Department's data governance infrastructure is viewed to be integral to the growth and progress of the Department's business intelligence and analytics ecosystem.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Last fiscal year, the following key data governance activities were completed:

- Enterprise-wide assessment of inter-system of data lineage
- Gap analysis maturity assessment
- Data literacy + analytics capacity building trainings
- Redesigned data governance SharePoint site
- Privacy + Security subcommittee
- Decoded Newsletter

During FY 2026, the Department will implement recommendations identified in the data governance roadmap.

### **Eligibility Operations technology enhancements:**

To support the implementation of federal H.R. 1, the agency will need to make comprehensive updates across its IT systems and technology infrastructure. The details are not finalized yet, however we anticipate this work to include modifying eligibility determination engines to incorporate new work and reporting requirements, ensuring timely verification of employment and income, enhancing case management systems to support increased documentation and tracking, and refining customer-facing portals to reflect new application workflows and guidance. These efforts will require planning, coordinated development, testing, and deployment to ensure a seamless transition that maintains service continuity while aligning with federal mandates and required timelines.

Below are 3 key modules planned for DDI.

#### **1. Enterprise Care and Case Management (ECCM) Iteration 1**

Iteration 1 of DSS' **ECCM** solution addressed an immediate need to replace a legacy system, *My Community Choices* (MCC), utilizing an approach that will form the foundation for a multi-agency ECCM solution.

#### **2. System Integration Platform (SIP)**

The **SIP** supports a central integration point for all MES solutions and enables and standardizes data sharing with external entities (e.g., state agencies, HIE, vendors, ASOs). The SIP applies industry standard security and privacy controls and ensures data meets MES data governance and quality standards.

#### **3. Enterprise Data Warehouse and Analytics (EDW&A)**



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

This will be a scalable EDW&A solution inclusive of trusted and securely accessible data that will enable an equity- and person-centered approach to facilitate transparency, robust reporting and sound decision-making for policy and programs that benefit all stakeholders.

**Health Information Exchange (HIE)** – The statewide HIE entity, Connie, will be enhancing the Provider Portal and implementing the following in SFY 25:

- Connie Encounters Worklist (enables providers to review a list of their patients encounters at emergency rooms, inpatient or outpatient settings),
  - Problem List Filters (derived from the Consolidated Clinical Document Architecture – CCDA – a new popup tab or table will display the extracted problems from the CCDA),
  - Allergy Lists (a new popup tab or table that will display known allergies from the CCDA),
  - Best Possible Medication History (BPMH) – Pharmacy Data enhancement (Connie will incorporate pharmacy data into the current Medication Management feature to identify which medications that were prescribed were actually filled),
  - CCD Sensitive Data Filters (allows providers who provide both Substance Abuse Disorder (SUD) treatment services or sensitive data and non-sensitive data to filter their data and send to the HIE as appropriate) and,
  - eReferral Service enhancement to capture health related social needs/social determinants of health (HSRN/SDOH) data and allow primary care providers to make referrals to home based organizations.
- **Project Portfolio Management Solution** - DSS is working to acquire Colorado's Project Web App (PWA)/Power BI solution. They have drafted a statement of work which is being reviewed by DSS contracts unit and anticipates finalizing by end of September 2024. Will be discussing with Colorado and planning next steps.
  - **ConneCT/ImpaCT 2025 System Enhancements** – Work with the EOM vendor to address all open system defects that are **not covered under** warranty – Have planned 4 releases for FFY25. In addition utilize the minor modification hours under EOM to make enhancements to support state/federal mandates and Future enhancements for client centric enhancements and Operational efficiency are being gathered and will be included in the new APD that will be submitted for Federal reviews in during early 2025.
  - **CT Pathways** – Enhance Connecticut's SNAP Employment & Training data management system, CT Pathways, hosted on the Salesforce platform to continue to automate manual business processes like automation of annual report, better coordination between agency and community colleges program coordinators by implementing capabilities like Chatter functionality.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- **REL** – Complete the DSS REL feasibility study and implement the required changes within ImpaCT and its interfaces and interchanges.
- **Centralized Reporting / Dashboard Solution** – Continue to support perceptive reporting across the various DSS systems and combine them to provide impactful analyses to contribute to positive outcomes for the residents of Connecticut. The ‘People Served Dashboards’ will be enhanced to add income and household data. Build trend analysis of churn (renewal and prfs) for predictive analytics by using prospective data gathered from electronic communications thereby setting an initial stage for future predictive analytics. Continue providing ad-hoc reporting needs for DSS from the integrated eligibility system.
- **Workforce Development** - Cultivate and bolster the technology workforce to utilize modern or latest technology platforms for business operations. This is in line with DSS's strategic objective of empowering and nurturing a proactive, customer-focused, mission-driven workforce.
- **Salesforce Governance and Continued Modernization**: In SFY26, our specific objectives are to enhance the state's technical team to support DSS's Salesforce efforts in line with DSS's goal of a mission-driven workforce. Align the Salesforce governance with other initiatives within DSS, such as data and economic security governance (Enterprise Master Person Index). Establish a technology platform for DSS to gain a more integrated and comprehensive view of clients receiving DSS services and benefits. Enable clients with increased access to their data and build trust.
- **Dashboard and Visualization** - Create dashboards (e.g.) for publishing number of households receiving assistance from DSS in alignment with DSS’s strategic objective of creating the most valuable experience for obtaining and maintaining benefits.
- **Reportable Events Across Connecticut (ReaCT) system (Shared Services Portfolio)** – The CRM system was named Reportable Events Across Connecticut (ReaCT) and the MVP was delivered last quarter, 2023. Scope for pilot was to provide DSS and DDS an opportunity for consolidated reporting for all Waiver Programs, develop trend analysis and receive notifications of incidents in near real-time to when it was reported to the state; a single database repository for DSS, and automates the requirement for DDS around sharing critical incidents with the reporting state agency. The pilot was successful and both DSS and DDS are using the system as intended, however, there has been no interest in adding any additional scope or functionality at this time.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- **Shared Services Readiness - Automation (Shared Services Portfolio)** - Increased automation, data integration and interoperability to support business process/operations to provide much needed efficiencies, which will allow us to better serve our constituents.
- **Shared Services Readiness – Cloud Migration** - This migration includes moving lower environments from a vendor-hosted data center to AWS that will be state controlled and will set stage for vendor diversification. This work is ongoing to support multi-vendor model, and the state will be looking at potentially moving components of the higher environments into the cloud environment.
- **Shared Services Readiness – Architectural Recommendations (Shared Services Portfolio)** – Implementation of Architectural recommendations provided as part of the Architecture Assessment done in 2018 to make enterprise applications Shared Service Ready.

Architecture improvements should capitalize on current State/Department investments. Architectural enhancements should be made with a focus on minimizing maintenance effort long term.

- **Shared Services Readiness - Training Environment Platform** - Create a training platform that will be used by all HHS agencies - This initiative aligns with the vision of shared services, which extends beyond DSS, that spans technology, tool, processes, and governance to build a common framework that will enable staff of all Health and Human Services agencies to better serve our constituents. It involves setting up a fully integrated training environment that would mimic the current production environment and be used for training staff on a periodic basis with most recent system enhancements. The model of practice in training for eligibility staff and other state agency staff is critical to eligibility operations. Enhancements to training environments including a 'Case Cloning' tool from Tennessee.

Formal training:

- Reduces the need for supervisory led on the job training,
- Minimizes mistakes that may result in increased errors in processing and possible federal penalties,
- Ensures consistency,
- Provides practice to build expertise in the eligibility functions.
- Enhances the chances for success on the job then other eligibility projects that affect functions, should improve as well.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

DSS is committed to Learning and Innovation and Excellence and Integrity as values. Highly trained staff support these values.

The CT State Agencies supported by training and utilizing this new integrated training environment are listed below.

1. CT DSS
  2. Access Health CT
  3. CT State Department of Aging and Disability Services
  4. CT Department of Developmental Services
  5. CT Department of Mental Health and Addiction Services
  6. CT Office of Early Childhood
- **Shared Services Readiness - Consent Management** - The establishment, design, and implementation of a systematic approach to managing client consent. To be able to share data for various purposes (Medicaid, SNAP, and WIC) across multiple systems while setting up entry points for the future State of CT Consent Management cross agency design. To collect and manage clients' consent on a large scale, we require a systematic solution to storing such consent to share data for specified permissible purposes. The solution must be interoperable with file-sharing platforms/technology (interfaces/ELT) and communications platforms/technology (email and texting) and needs to be able to store both systematic and manual-entry client consent information collected through online interfaces or by state staff.
  - **Medicaid Data Warehouse (MDW)** - Work on modifications to comply with CMS' Phase 2 T-MSIS File Layout Changes in order to remain compliant. Research and resolve Data Quality issues related to the T-MSIS data as issues arise. Continue to provide reports and assist staff in writing and running their own queries.
  - **Low Income Home Energy Assistance Program (LIHEAP/CEAP-LIHEAP) Portal and Vendor Portal** – Enhancements to allow for more flexibility in access to service and client eligibility and System integrations.
    - Minor modifications/enhancements scheduled for LIHEAP to implement legislated changes
    - General Support of the portal to be provided by BITS
    - Vendor Portal:
      - This enhancement was a modification to the previous online form that was used by vendors to reapply annually to continue servicing deliverable fuel clients across the State.
        - Development in progress
        - Go-live August 2025 (Frank)



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- **Interactive Voice Response (IVR) in the Benefit Call Centers** - This project covers improvement, and optimization of the various channels of communication between Connecticut consumers and their access to Eligibility Information and Application. This includes Business Process Review, Interactive Voice Response (IVR) Enhancements, Upgrades, Multiple Systems Integration.
  - IVR Modernization (Replace the current IVR system to allow more flexibility for the Business to pivot as the need arise)
    - CCSES is working on their own IVR and not being included in the DSS Eligibility Operations IVR System
  - Also include CRM and Knowledge Management system for EO and other groups that requires such services
  - Create access to more robust data (greater granularity and longer data retention.
  - Project Kick-off in February 2025, includes:
    - AWS Connect for IVR
    - Salesforce for CRM
      - Agents manage calls and call transcriptions
      - Knowledge Articles
    - Enhance Self-Service functionalities
    - Workforce Optimization (WFO)
    - Improve Data Reporting

**Migration of Enterprise Application to BITS NexGen Platform** - migrate ImpaCT, ConneCT, BIP, EMPI, Tableau, and associated tools to the BITS NextGen Platform.

- **Mainframe Replatform – Plan** migration of EMS, Cyberfusion and remaining file transfer processes off of the mainframe. A phased approach is planned to modernize and migrate critical legacy systems to more flexible, cloud-ready platforms. This effort will promote interoperability between DSS and other agency systems, reduce system silos, and allow for more effective information sharing. Modern platforms will enable the department to adapt more quickly to changing policy and client needs. (Frank)
- **AWS Multi-Vendor Environment Build Initiative** - Automate and build 3-4 more MVE environments for DDI code development. These new environments will replace the existing AWS “main account” that Deloitte built and managed historically. Once the new environments are built, the AWS “main account” will be decommissioned which



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

will be a cost saving. The initial focus of the initiative will be working on automating the building of these environments in a DevOps Infrastructure as Code model.

- **Justice Involved Waiver** - Designing and implementing a HIPPA compliant Electronic Health Record System that can be used by multiple agencies currently supporting Medicaid Programs and seeking funding for those clients.
- **Health Insurance Exchange**- Implement Expansion of State Funded Medical for Children to Increase the Application Age to 15 years old. Implement legislative changes for the HUSKY A Parent Caretaker Income Limit Reduction with rules to ensure transition to Transitional Medical Assistance (Medicaid), or Qualified Health Plan/Silver Plan with Covered CT wrap-around coverage. Implement an increased coverage period for the Covered Connecticut program allowing coverage to start in the first of the same month of loss of MEC/ES. Also, for CCT, adding to both the Consumer and Worker Portal enhanced messaging on the Autoenrollment Preference Screen for clarity for consumer and workers. Automate system processes to provide medical coverage for newborns with utilization of BOT technology resulting in increased efficiency and reduced workloads.

### Planned Artificial Intelligence Use Cases

- The Department does not have any current planned artificial intelligence uses cases. Exploration is being conducted via agency employee attendance at Conferences and Vendor Workshops.

### FY 2025 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware will be procured utilizing State OE General Funds, Federal Revenue Diversion Funds and State IT Bond Funds depending on the project, phase of the project, availability of funds, and prior approval from the Department. Depending on the federal agency and project federal funds re-imbursements are allotted at varying percentages.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Software will be procured utilizing State OE General Funds, Federal Diversion Funds and State IT Bond Funds depending on the project, phase of the project, availability of funds, and prior approval from the Department. Depending on the federal agency and project federal funds re-imbursements are allotted at varying percentages.
- Services (consulting) will be procured utilizing State OE General Funds, Federal Revenue Diversion Funds and State IT Bond Funds depending on the project phase of the project, availability of funds, and prior approval from the Department.
- Telecom and Data will be procured utilizing State OE General Funds depending on availability of funds, and prior approval from the Department.
- The statewide HIE, Connie, has partnered with CRISP to provide the technology stack for the HIE.

### FY 2025 Technology Major Expenditures Budget

List all planned agency technology expenditures in excess of \$100K:

- Shared Services – Multiple Projects
  - Mobile Application enhancements
  - Shared Services Readiness - Automation.
  - Shared Services Readiness – Architectural Recommendations.
  - Shared Services Readiness – Training Environment
  - Shared Services Readiness – Consent Management Module
  - Shared Services Readiness – MyDSS Phase 5
  - Shared Services CRM and IVR
- Enhanced Opportunity Centers
- BIP/ UA Enhancements
- Chatbot
- Justice Involved Program implementation
- ImpaCT Enhancements and M&O Releases. New APD centered around client centric enhancements.
- AWS Multi-Vendor Environment Build Initiative
- Universal Assessment System enhancement / modernization
- CT METS (MMIS Replacement)
  - Enterprise Care and Case Management: Community Options
  - Care and Case Management: DDS
  - Procurement of System Integration Platform and necessary Components



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Procurement of Tools/Licenses related to DDI/SDLC process such as JIRA, RTM tools/plugins, Test data generator and data de-identification tool.
  - Procurement of Enterprise Data Warehouse and Analytics product
  - Data Governance + Data Management Improvements and Maturation tools
  - Salesforce platform licensing and related SDLC tools for ECCM project
- Child Support System Modernization Project
- Salesforce / Power platform modernization of micro applications.
  - PACS & Contract/Community Action Deliverables with spending plan.
  - CFITracking; Incident Tracking; 1099 Integration.
- Health Information Exchange Projects – Multiple Use Cases
  - Enhance Provider Portal to include Connie Encounters Worklist, Problem list Filters, Allergy Lists, BPMH – Pharmacy Data, and CCD Sensitive Data Filters
  - eReferral Enhancement – HRSN/SDOH referrals
  - Patient Portal
- Project Portfolio Management Solution
- CT Pathways
- REL
- SWAN (Social Work Administration Network)
  - Maintenance and Support
  - Enhancement and Upgrades
- LIHEAP (CEAP-LIHEAP) System Enhancement
  - Maintenance and Support
  - Enhancement and Upgrades
- Mobile Application
- DSS Electronic Communication (SNAP and Medicaid)
  - /Automate texting and email capabilities
- Medicaid Data Warehouse
- Mainframe Replatform
- Justice Involved Waiver



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Transportation

#### Mission

- Improving Lives Through Transportation

#### Technology Strategy

- The DOT Information Technology Plan outlines deliberate steps to support with technology the Connecticut Department of Transportation business operations and improve the security of the information technology infrastructure. The plan will guide the efforts to provide scalable, efficient, and cost-effective technology solutions that enables continuous support to business operations, projects, technical initiatives, and secure access to the Agency's data from any place at any time.
- The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

- Employee Lifecycle Application – Implementation of phase 2 is complete. Now the application provides to different groups within the DOT organization the capability to edit the onboarding employee information. The Employee Lifecycle Application will eliminate the need for DOT personnel to submit multiple forms (Per5, Badge Access etc.) for newly hired employees or employee's job status change.
- Fiber Optic implementation - Phase 2 and Phase 3 are complete: The implementation of fiber optic and installation of new network equipment improved the data communication of 69 DOT facilities. The fiber optic technology improves user experience accessing DOT applications on-prem and in the cloud.
- Telematic System – DOT STARS system replacement Pilot is complete - DOT evaluated a solution that will help with vehicle safety and location tracking, enhance fleet preventive maintenance, and provide dashboarding and analytics to enhance support for financial reporting on fringe benefit taxes and make well informed decisions on vehicle assignments and provide a platform for the replacement of the DOT STARS system.
- Maintenance Management System (MMS) Pilot is complete – DOT evaluated a solution for the Maintenance Operation division. The pilot focused on the Electrical Maintenance



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

unit and the review best practices for inspections, preventive maintenance and repair work of all lighting, signal, and other electrical assets within DOT's jurisdiction.

- Interview Selection Report System (ISR) implementation is complete – The DOT Office of Equal Opportunity and Diversity (OEOD) started using a new electronic data management solution to organize, distribute and track information surrounding the selection process and OEOD assessment. The solution supports OEOD reporting and data dashboard capabilities using Power BI. The solution can electronically pull together an individual candidate interview package, including interview documents and job posting. Also, the provides the ability to assemble all supporting data and documentation for an open position pool of candidates. E-Signature capabilities are required to obtain approvals on a new hire(s) or a promotion(s).
- Labor Relations System implementation is complete – The DOT Office of Labor Relations started using a solution that help them to track all fact findings and grievances cases. This new application will allow for better functionality of the current Grievance application along with much better reporting capability.
- Security Investigation System implementation is complete – The DOT Office of Operation and Support, Security unit started using a solution that will help to manage all complaints and security issues reported to their staff by Districts and Headquarters personnel. The solution provides tracking and search capabilities by date, incident case number, incident type and/or location.
- Key management System implementation is complete – The DOT Office of Operation and Support, Property and Facilities Services unit started using a solution that help them to track, and report detailed information on DOT facilities keys, keyholders, door identification, hardware, configuration, and locations.

### Digital Government

List of Online Services Available:

- SUPERLOAD Oversize/Overweight Online Permitting System.
- LOGO and Attraction Sign System.
- CT Roads - Smart Traffic Cameras.
- Connecticut Department of Transportation Open Data.
- Contracts Q & A
- RCIS

List of Online Services Planned to be made available:

- Online application for Reduced Fare Transit Photo Id Card.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Planned Applications

- Development of Strategic Technology Roadmap - Technology landscapes are quickly evolving, and it is critical to CTDOT to have a common vision around information that is supported by the technology infrastructure and the data the department invests in. This strategic planning effort will engage leadership teams throughout the department in developing a roadmap for the future. The future strategy will build accountability around data, and therefore information, into the fiber of the department. The Strategic Technology Roadmap will:
  - Support the mission and strategic direction of CTDOT
  - Align with the Agency Strategic Plan.
  - Assess workflows, data collection, system architecture, performance measurement, and information sharing throughout the department.
  - Develop recommendations for an organizational structure to support data system management and evaluation factors for assessing software/technology tools to develop a comprehensive approach throughout the organization
- Computerized Facility Management System (FMS): DOT has an immediate need for a facility management and work order solution. The objective is to automate inventory process and produce condition data that will help to prevent deterioration of buildings and forecast capital projects and capital funds.
- COMPASS System - New Applications: COMPASS applications provide DOT with project management processes. The applications are hosted in the Azure Cloud, and it is developed using multiple tools such as Bluebeam, SharePoint, Hyper-fish, MS Synch. The following new applications will be developed: NCAP Data Request, Financial Application, Environmental Permit Tracking, Digital Invoicing.
- Negotiations and Agreements Request Application – The Bureau of Finance and Administration requires an online application to enable all bureaus to submit requests to the Negotiations and Agreement Unit. The goal is to replace the current paper Request Forms process with a digital application that captures data received by the unit for reporting workload and other key metrics to management. The application will include informational text boxes to clarify questions and provide examples, enhancing user understanding. Additionally, it will enable agreements and negotiation staff to update data directly within the system, minimizing maintenance needs and quickly resolving any discrepancies within the Agreements and Negotiations units.
- Asset Transfer Pro 67 Application – The Bureau of Finance and Administration – Office of Operations and Support requires an automated and standardized asset transfer application for the entire agency. The goal of the application is to provide users with a tool to complete a standardized online Pro67 form, supported by an automated





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

workflow, and to maintain a centralized repository for all related records. Asset data will be accessible through an online dashboard, offering a clear and efficient view of relevant information.

- Highway Operation Daily Call Log Application - The Daily Call Log is a Highway Operations tool used to track all type of events related to hazardous road conditions. The goal of this project is to modernize the existing Daily Call Log database to enhance the overall application experience and functionality while implementing a more robust reporting system for highway operations, policy developers and front-line staff.
- New Statewide Transportation Improvement Program (STIP) Application – The STIP application will provide Office of environmental Planning staff in Policy and Planning bureau with improved and efficient tools to collect project/permit data and generate reports for the Permit Priority Meeting, as well as generate a Permit Priority Report for the regulators from a new application database rather than having multiple spreadsheets.
- Employee Life Cycle Application Phase 3 – The goal of Phase 3 is to enhance the Life Cycle Application by introducing a feature that replaces the current manual employee status change process. Currently, changes to an employee’s title, unit, position number, and assigned assets are tracked using a fillable PDF form, followed by manual email notifications to the appropriate DOT staff. The new feature will streamline this workflow by automating the process and eliminating the need for manual emails. It will also introduce a centralized database repository, allowing authorized DOT staff to easily access and visualize up-to-date employee status information.
- CT Transit Reduce Fare Application- The Bureau of Public Transportation is looking for a solution to replace a current paper-based application for a reduced fare transit photo ID card into an online application. The goal of the application is to allow transit customers eligible for reduced fares (Seniors 65+, customers with disabilities, and Veterans) to fill out an online application for their reduced fare transit photo ID card and ensure the application process is simple and secure for members of the public.
- LMS Application - The Office of Organization Development identified the need for a new Learning Management System (LMS) to support the agency’s workforce training initiatives. The goal is to implement this fiscal year a system that enables the Office of Organization and Development staff to develop and maintain a centralized archive for training content, training documentation and reporting database, and a streamlined registration portal for the agency’s training programs.
- Contract Compliance Application - A contract compliance application will be implemented for the Office of Equity. This application will allow the Department to manage information relative to the United States Department of Transportation’s (USDOT) Disadvantaged



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Business Enterprise (DBE) program and to allow for electronic application submissions. The Application will provide a completely digital certification management program and eliminate the need for hard copy files and reduce the number of incomplete applications being reviewed by certification staff.

- Data Network Expansion – With the increased bandwidth provided by the new fiber optic service, Wi-Fi network coverage will be extended to all Equipment Repair and Maintenance Facilities within the Office of Maintenance Operations. This enhancement will enable staff in these facilities to access their repair and maintenance applications and data—both on-premises and cloud-based—directly from the repair and maintenance bays. The improved connectivity will enhance operational efficiency across the Office of Maintenance Operations.
- Upgrade user front-end and backend infrastructure to a newer operating system – The Division of Technology Services is currently implementing a plan to migrate end-user devices to the Microsoft Windows 11 operating system. In parallel, The Division is developing a strategy to upgrade our backend servers to Windows Server 2025. These initiatives are part of agency broader commitment to maintaining a secure, modern, and reliable IT environment. Keeping both front-end and back-end systems current with the latest operating systems ensures access to critical security patches, improved system stability, and long-term support from Microsoft.
- Traffic Signal Upgrade – The Division of Technology Services, in collaboration with the Bureau of Engineering and Construction – Traffic Unit, plans to upgrade existing traffic signal systems located in DOT Districts 1, 3, and 4 with new cellular router systems. The goal of this project is to modernize the signal infrastructure by integrating adaptive traffic technologies that will enhance connectivity, improve system management, and provide more efficient support for the operation of traffic signals.

### Planned Artificial Intelligence Use Cases

- DOTBOT Internal chatbot - The Division of Technology Services will pilot an intranet chatbot to assess the potential benefits of this technology for the agency's business units. The chatbot will leverage datasets derived from existing PDF documents currently available on the agency's intranet. The primary goal is to streamline access to relevant internal information, reducing the need for time-consuming manual searches across multiple intranet repositories.

### Planned Data Use Cases



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Engineering Data Warehouse - The Division of Technology Services and the Bureau of Engineering and Constructions are planning to implement a consolidated Data Warehouse for Project data. A single interoperable layer for fundamental data transformations and presentation becomes important for the many products that are leveraged to deliver analytical business insights and automations. In addition, to support the Data Warehouse initiative, a Power Platform environment will be configured to more effectively support the consumption of data by the business units of the Department of Transportation.

### FY 2026 Technology Budget

- Estimated DOT IT Operation budget for FY26

Description	Budget
IT Data Services	143,000
IT Hardware Maint & Support	197,931
IT Software Licenses/Rental	1,351,864
IT Software Maint & Support	471,241
Cellular Communication Srvcs	105,930
Internet Services	130,000
Telephone Repair & Maintenance	13,000
Telephone Installation	1,000
Loc/Long Distance Telecomm Srvcs	420,929
Television/Cable Services	54,000
IT Supplies	10,000
General Office Supplies	1,000
Short-term, Non-Capital SBITA	310,000
Minor Equipment	15,000
Capitalized SBITA	125,000

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Replacement of end-of-life equipment.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Department of Veterans Affairs

#### Mission

The Connecticut Department of Veterans Affairs mission is "Serving Those Who Served." The DVA achieves this by assisting Connecticut Veterans and their eligible family members, across all their needs, to ensure they receive the benefits and services they've earned. We accomplish this mission through four core functions:

- Advocacy and Assistance: Helping Veterans navigate and access federal, state, and local benefits and entitlements.
- Residential Programs and Services: Providing transitional programs for rehabilitation and recovery at their Rocky Hill campus.
- Skilled Nursing Facility: Operating the Sgt. John L. Levitow Healthcare Center for long-term skilled nursing care. Recognized in 2025 by the Centers for Medicare & Medicaid Services (CMS) with 5 stars for quality, the highest rating.
- Cemetery and Memorial Services: Providing burial services for eligible Veterans and their families at the State Veterans Cemetery.

#### Technology Strategy

Department of Veterans Affairs prioritizes its mission through a strategic partnership with the Bureau of Information and Technology Solutions (BITS). Our partnership focuses on three critical objectives. First, we work together to optimize mission support, ensuring that IT systems are both effective and efficient, while also maintaining the stability and excellence of existing platforms. Second, we're committed to keeping our technology current with the latest IT advancements and accessibility. Our goal is to ensure technology offers universal accessibility to everyone, meeting Veterans where they are and making our work more efficient. Lastly our partnership prioritizes security and compliance across our IT infrastructure and for all our users.

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- CT VET- Launched a new Progressive Web App (PWA), providing one-touch access for crisis support and essential Veteran services.
- New Website- Rolled out a simplified, accessible, and user-friendly website making it significantly easier for Veterans and their families to access content and learn about programs and services. We also deployed a user insight dashboard providing insights into user journeys highlighting the specific programs and services Veterans are seeking.
- Vet Rep Look-up Tool- Introduced a look-up tool, simplifying how Veterans and their families find local Municipal Veteran Representatives and district offices. Users can now easily search by zip code or town or simply click on a map.
- Cloud-based EHR- Migrated to a new, modern, resilient cloud-based system. This adds redundancy and improves our ability to quickly adopt new features and functionality, ultimately leading to better Veteran centered care.
- Audio-Visual Systems- Deployed two new mobile audio-visual carts, enhancing our communication and training capabilities.
- New Mobile Devices- Enhanced mobility and Veteran centered care by equipping clinical staff with tablets. This allows for more immediate access to information and documentation at the point of care.
- IT Services to Veterans Services Support Center – Expanded IT Services for renovated DVA building at the Rocky Hill main campus.
- Campus Security System- Modernized security system with a new camera, hardware and software environment to enhance safety and security on the main campus in Rocky Hill.
- Telework Application- Onboarded to the new Telework application to submit and review telework requests.
- Document editing software- Transitioned from our older, computer-licensed software to a modern cloud subscription solution that improves our efficiency, enhances our ability to make our content accessible, and ensures our software always stays up to date.
- “Connecticut Veterans Affairs Sends” Newsletter- Launched informational newsletter allowing Veterans and their families to subscribe, providing easy access to the latest news and highlights from the DVA.
- CT Vets ConneCT Podcast- Produced an ongoing series of podcasts called CT Vets ConneCT for outreach and linked to our website.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Instructional Video: Interagency collaboration to produce video called “Understating Veterans and their families better in 2025.”
- Virtual Tour: Created virtual tour of Skilled Nursing Facility and Residential Facilities for Veterans, making it easier for potential Veterans to explore the campus remotely and envision themselves in their new living space no matter how far away they are.

### Digital Government

#### Online Services Available:

- Websites
  - [Connecticut Veterans Affairs \(DVA\) | CT.gov](#)
  - [Veterans Health](#)
- Newsletter
  - [Get the latest from Department of Veteran Affairs](#)
- Progressive Web App
  - [CT VETS App](#)
- Podcasts
  - [Episode One recorded on October 26 2023](#)
- Vet Rep Look-up tool
  - [Find a Veterans Representative](#)
- Virtual Tour
  - [Campus-Civil War Memorial View | Connecticut Department of Veterans Affairs](#)
- Instructional Video
  - [ctvideo.ct.gov/dva/Understanding\\_Veterans.mp4](#)
- Electronic Donations
- Volunteer Applications
- Facility Use Requests
- Facility Work Order Requests
- Electronic Forms
  - Hall of Fame application Form
  - CT Veteran Indicator on Driver’s License or Identification Card
  - CT Veteran Owned Micro-Business Certification
  - CT Connecticut Wartime Service Medal
  - CT Posthumous Connecticut Wartime Service Medal
  - CT Veteran Status Certification – Judicial
  - DD241 Release Form
  - Cemetery and Memorial Services forms



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Online Services Planned to be made available:

- Enhance the digital accessibility and reach of DVA resources, meeting our Veterans where they are and providing essential services and information through digital pathways.
- Collaboration with state agencies piloting Opportunity Centers with kiosks providing access to information and services.

### Planned Applications

- Nurse Call Bell System
- Upgrade to Network Switches on Rocky Hill Campus
- Extend IT Services to renovated Veteran housing (11 buildings) on the main campus in Rocky Hill
- Integration of our new cloud-based Electronic Health Record system with State's health information exchange, CT Health Information Exchange (CONNIE)
- Staff computer replacements to support the new Windows 11 Operating System (OS)
- Upgrade server infrastructure to the new Operating System
- Enhancing security on Wi-Fi for Veteran residents, family and guests
- Enhancing mobility by refreshing end user devices and moving to 5G network for mobile phones and wireless hot spots

### Planned Artificial Intelligence Use Cases

- We recognize the potential of AI and are exploring responsible ways to leverage it in serving our clients.
- We actively participate in the State of Connecticut AI Advisory Group.
- We will participate in a pilot of Microsoft Copilot lead by BITS.

### Planned Data Use Cases

- Deploy business intelligence tool designed for Skilled Nursing Facilities and Residential Housing Programs to provide data-driven insights to enhance decision-making and elevate Veteran centered care.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Integration of State Health Information Exchange, CONNIE, providing healthcare providers with a more complete and timely view of Veterans medical information, leading to quicker, safer, and more effective care across Connecticut.
- By leveraging our EHR vendor's specialized software tool, we will facilitate data exchange with external healthcare providers and systems, including anticipated connections with the Federal Veterans Health Administration nationwide.
- DVA will utilize a website user insight dashboard, powered by Google Analytics, to provide insights and make improvements to the end user's experience across the website.

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

Hardware Maintenance:	\$59,543.73
Software	\$141,770.75
Services (consulting)	\$0.00
Subscriptions	\$2717.11
Telecom and Data	\$94,653.42

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Nurse Call Bell System
- Technology Infrastructure modernization and additional functionality to support pharmacy operations which is mandated by the Federal Veterans Administration.
- Technology Infrastructure to support new boiler installation





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Division of Criminal Justice

#### Mission

To investigate and prosecute all criminal matters fairly, consistently, and with the highest regard for public safety and the rights of all persons.

#### Technology Strategy

Technology - Support the integrity of criminal investigation and prosecution through enhanced, state-of-the-art technology to store, retrieve, share, and display (e.g., for trial purposes) information.

Communication - Enhance communication between the Division and other state and local law enforcement agencies relative to criminal investigations and prosecutions.

State Systems - Maintain the agency's ability to use, and grow with, state systems, which support its administrative and financial operations.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <https://www.osc.ct.gov/manuals/PropertyCntl/index.html>.

#### Technology Achievements

- Championed and facilitated broader stakeholder participation and created a comprehensive testing and approval strategy for the electronic Arrest Workflow from the RMS vendor to CISS and CJIS agencies.
- Successfully deployed Juvenile interface with Judicial. This includes the exchange of all pending Juvenile cases.
- Successfully configured and deployed Housing case type in the agency Case Management system, eProsecutor. This allows the electronic tracking of Housing cases in all the courts for the DCJ prosecutors.
- Successfully created the electronic Purchase Requisition workflow using Adobe Sign.
- Successfully deployed BMC Trackit.
- Successfully migrated the agency legacy SharePoint site to Office 365 Share Point online completely rebuilding it.
- Successfully implemented the Digital Evidence Management System for a number of DCJ Judicial Districts for better managing the agency digital evidence.
- Successfully replaced/migrated the agency legacy hardware infrastructure from HP 3PAR to Cisco Hyperflex and Pure storage solutions.
- Redesigned agency-wide network shares to allocate individual storage to each state's attorney's office, addressing previous storage allocation issues.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Successfully upgraded Rocky Hill with new switches, routers, and increased bandwidth, supporting improved connectivity for various DCJ offices.
- Successfully deployed additional Cisco Meraki Wireless Access Points to enhance wireless network capabilities across state's attorney's offices and Rocky Hill.

### Digital Government

List of Online Services Available:

The Division of Criminal Justice does not currently provide any online services.

- We do have a traffic stop complaint form that we make available on our web page. However, that form must be submitted with the police department that made the initial traffic stop.

List of Online Services Requested by Constituents:

- The Division of Criminal Justice has no current requests for online services from constituents.

List of Online Services Planned to be made available:

- None at this time

### Planned Applications

- Additional DCJ districts will be enabled for level 2 arrest workflows following the CJIS CISS and the respective law enforcement department schedules.
- Upcoming Integrations: Work is ongoing to integrate additional case types including Appeals - Appellate, Drug Asset forfeiture, Bond forfeiture, Witness Protection, Medicaid Fraud Control, and enhancing reporting dashboards. Additionally, engaged in a Statewide effort with all Criminal Justice agencies to implement State mandated Clean Slate erasure project.
- Automate additional workflows using Adobe Sign.
- Expand the use of Digital Evidence Management System.
- Plan on replacing all desktops for the agency.
- Plan on revamping the reporting environment.

### Planned Artificial Intelligence Use Cases



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Working with Thomson Reuters to evaluate their current product 'Westlaw' as they are introducing some new capabilities using AI.

### Planned Data Use Cases

Planning the following reports and analytics among other initiatives

- Charging and Plea Decision Analysis
- Prosecutorial Discretion and Outcomes
- Case Complexity Scoring and Automation
- Public Safety and Recidivism Trends
- Equity and Fairness Metrics

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

Hardware : \$0.5 Million (approx)

Software

Services (consulting) : \$250 K (approx)

Subscriptions

Telecom and Data

### FY 2025 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Expenditure 1: \$0.5 Million (approx) Desktop replacement project to laptops
- Expenditure 2: \$250 K (approx) Consulting services



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Freedom of Information Commission

#### Mission

The Freedom of Information Commission's mission is to administer and enforce the provisions of the Connecticut Freedom of Information Act, and to thereby ensure citizen access to the records and meetings of public agencies in the State of Connecticut.

#### Technology Strategy

- This IT strategic plan incorporates our Mission, Vision, and Values in determining our priorities for 2025. In order to best serve Connecticut, we will focus our improvement efforts in two areas: Process, evaluate, clean, and summarize the data in Lawbase for end users.
- The Freedom of Information Commission recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

- Provide in-office support for technology associated with Commission Meetings and Contested Case Hearings.
- Setup/Installed new Desktops for the entire staff.
- Provided continuing support to Agency Website.
- Provided continuing support to Staff for Teleworking.

#### Digital Government

##### List of Online Services Available:

- Agency website contains the schedule of contested case hearings, Commission meetings and educational workshops; it also contains links to the Freedom of Information Act and regulations, Commission and Court Decisions, Declaratory Rulings, Commission meeting agendas and minutes, Contested Cases; and Commission policies. Finally, it contains audio and visual links to contested case hearings and commission meetings recordings.

##### List of Online Services Requested by Constituents:



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Agency website contains the schedule of contested case hearings, Commission meetings and educational workshops; it also contains links to the Freedom of Information Act and regulations, Commission and Court Decisions, Declaratory Rulings, Commission meeting agendas and minutes, Contested Cases; and Commission policies. Finally, it contains audio and visual links to contested case hearings and commission meetings recordings.

List of Online Services Planned to be made available:

- Online training on the FOI Act.

### Planned Applications

None at this time

### Planned Artificial Intelligence Use Cases

None at this time

### Planned Data Use Cases

Work with Sitecore to enhance the search on FOIC site to be more reliable.

### FY 2026 Technology Budget

- Hardware - \$5,000.00 Agency General Fund
- Software - \$5,000.00 Agency General Fund
- Services - \$6,000.00 Agency General Fund
- Telecom and Data – none currently

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- None Noted



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Office of Early Childhood

#### Mission

To partner with young children with families to advance equitable early childhood policies, funding and programs; support early learning and development; and strengthen the critical role of all families, providers, educators, and communities throughout a child's life. We will assertively remove barriers and build upon the strengths of historically disenfranchised people and communities to ensure fair access to the Office of Early Childhood (OEC) resources.

#### Technology Strategy

In FY25, the agency made significant progress improving current data systems to increase the agency's ability to use data to inform and improve policy and administration of the agency's programs. This work is rooted in common shared data models and a master data index across all divisions creating a single point of agreement among all agency data. In addition, the OEC continues to build IT and data service connections between state agencies to support real time data inquiries. The agency continues to build the capacity and develop a strong internal team. IT Operations ensures that all OEC staff have secure and functioning computer and communications technology, along with the knowledge and support to make each individual OEC staff member effective in their work safeguarding and supporting. The Development Team develops applications that securely collect, process and give access to children and program data across OEC's divisions and to the public.

The Information Technology Division works to remove barriers for internal staff and ensure an efficient, user-friendly experience for our parents and provider communities. The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

- **Background Check Information System** - enhancements (ongoing)
- **DSS' ImpaCT - Child Care Eligibility work** - enhancements (ongoing)
- **Mobile licensing** – enhancements and feature buildouts (ongoing). This includes the configuration for camp inspections as well as the configuration and development of all inspection types for center/group home to support regulatory changes.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- **Early Childhood Information System – Home Visiting Module** – reporting rollout for program compliance (ongoing)
- **ECE Reporter** – Tracks State Funded programs such as Child Day Care, School Readiness and Smart Start funding enhancements and feature buildouts (ongoing). The primary developments for this data system in FY 2026 include enhancements to the module that tracks assessment tools used by programs, as well as the integration of functionality that enables providers to enter assessment records for each child. Additionally, a new feature has been implemented to create state-shared spaces, providing greater opportunities for providers to identify flexibility to families who might not need a full-time childcare space. The focus will continue on enhancements for Early Start CT funding.
- **Data integration/visualization:** In service of the agency’s mission to aggressively remove barriers for children, agency technology and research staff implemented Tableau, data visualization software.
- **Provider Portal:** To ease the jarring experience of providers having to remember logins for each of our disparate OEC data systems, this portal serves as a central location for them to login and access each of their systems as well as show relevant information from each of the agency systems on this portal.
- **Agency CRM Systems Implementation:** OEC has investigated the use of Salesforce as an Agency CRM system to have a central location where specific data points from each of the OEC’s data systems will be populated. This would enable OEC staff to get a clear holistic picture of the provider. In FY 24, OEC will adopt usage of Salesforce for this purpose.
- **Birth to Three (B23) Electronic Referral Form**– Implemented a HIPPA-certified online referral form which captures referral information digitally and uploads the information directly into our systems, eliminating the need for manual entry.
- **eLicensing** – Several enhancements and new functionality was implemented through the eLicensing platform.
  - Implemented partial online renewal for camps, utilizing the electronic payment system aiming to reduce the manual process.
  - The development of new family incubator license functionality went live on both eLicense and mobile platforms.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Upgrades to eLicense online renewals for several of our credential types were implemented to increase ease of use and add in new business process steps. This replaced the manual processes by adding auto-generated emails, including upon close of inspections and assignment of cases to investigation staff.
- Implementation of electronic Jot forms for filing complaints, notification of changes for program/providers/camps and youth camp director applications.

### Operations

- Supported continued implementation and expansion of O365 system
- Provided ongoing continued support for remote or hybrid work
- Implemented hardware life cycle management for OEC users
- Continued planning for replacement of agency Footprints ticketing system with BMC Helix
- Continued upgrading all Windows devices to Windows 11
- Upgraded all cell phones to iPhone 13-14
- Completed cisco anywhere conversion from RSA to MFA
- Implemented Adobe upgrade to on-line version
- Implemented iTunes devices to comply with state security requirements

### Digital Government

#### List of Online Services Available:

- **Care 4 Kids – Parent Portal** Families apply for childcare assistance, check eligibility, and manage their accounts online through the Care4Kids portal. They can also apply and track the status.
- **Birth to Three (B23) Electronic Referral Form**– Implemented a HIPPA-certified online referral form where parents and healthcare providers can refer children for early intervention services.
- **Child Care Licensing Information System** - Childcare providers apply for, renew, and manage licenses and compliance documents online; parents can search for licensed providers. In addition, centers, group homes, family providers, substitutes and assistance can be renewed online.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- **Early Childhood Professional Registry:** Early childhood educators track their professional development, register for training, and maintain credentials through this tool.
- **Early Childhood Information System - Home Visiting Program Enrollment:** Families can make a referral in home visiting programs online, connecting with home visitors who provide support and resources for child development and parenting support.
- **Background Check Information System:** Childcare providers submit and track background check requests online, ensuring safety standards are met for individuals working with children.
- **ECE Reporter:** A system for early childhood programs to submit required data, track compliance, and generate reports, helping programs meet state standards and analyze trends.
- **Provider Portal:** Online platform for childcare providers to manage licensing, compliance, and program information.

### List of Online Services Requested by Constituents:

- Digital applications: Development in final stages for the Care 4 Kids Parent Portal 2.0. Integration with the back-end benefit eligibility and enrollment system
- Consumer friendly website enhancements
- Parent Portal 2.0 where the portal shows benefit related information, makes life event change to the existing information, and provides capabilities to renew their Care 4 Kids (C4K) application.
- Provider Portal where the portal serves as a one stop shop for all the data that exists in several single-purposed OEC applications

### List of Online Services Planned to be made available:

- More agency data made available through the Open Data portal
- Data Request process, whereby constituents can request data from existing

### Planned Applications

- **Enhancements to C4K** include automating existing PPA manual processes, preparing complex payment calculation logic to support prospective payment changes and



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

implement provider portal functionalities into OEC 360, and improvement to the parent portal

- Implementing **single sign-on (SSO)** in Azure
- **RAIN** – The Reliable Accountable Integrated Network (RAIN) application is currently under development as a replacement for the existing Server Provider Individual Data Entry Resource (SPIDER) application. RAIN will deliver a more intuitive and responsive user experience, comply with all industry-standard security protocols, and be hosted in the cloud. In addition to replicating the features of SPIDER, RAIN will introduce extended functionalities to enhance overall capability and performance. This application will help the OEC track compliance with Part C of IDEA and complete federal reporting. The system will also have significantly less 'clicks' making data entry easier for both providers in the field, OEC staff, and our single point of entry. This efficiency will save time, resources, and money. This launch is timely as the system needs switching from the legacy system and into modernized technology as SPIDER has so many nuances and work arounds that it becomes a burden for programs and OEC staff. Additionally, the system will capture data governance components.
- **Sparkler API:** Integrated Ages and Stages Screening data collected enhancement using a mobile app (Sparkler) with our existing Early Childhood Information System—Home Visiting (ECIS-HV). ECIS-HV to improve provider experience and expand access to important data for home visitors. This integration built additional APIs with other mobile applications.

### Planned Data Use Cases

- DataLinkCT project to analyze the effects of subsidized childcare access and workforce training on Connecticut families. Linking Care4Kids data with DOL workforce training data and SDE data to measure outcomes of children and parents longitudinally.
- Interactive map of all Early Start providers, spaces, and monthly utilization and underlying data posted to both the CT GeoData portal and OpenData portal.
- Dashboards to track the activities of both Parents Connecting Parents Parent Ambassadors and Parent Cabinet members.
- Care4Kids dashboards created via UConn partnership.

### FY 2026 Technology Budget



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Technology spending:

#### Hardware:

- OEC Staff iPads (Directors and Licensing Staff): \$14,000 (20 at \$700 each)
- Telework & remote office hardware (headsets, keyboards, mice): \$4,500
- GEER funding (Sparkler major expansion and Tech purchase for programs)
- OEC Admin: -\$84,651 spent on Laptops

#### Software:

Software	Notes	Amount
Microsoft 365 licenses	The agency maintains approximately 160 E3 licenses (\$135/each)	\$21,600
ImpaCT	Maintenance	\$848,486.40
GoTo- Webinar/Meeting/Training	Virtual meeting/webinar tool	\$5,664.00
Redgate	Software development tool	\$4,478
Adobe	Document management tool	\$2,500.00
Nitro	Document management tool	\$13,310
Qualtrics	Data analytics tool	\$13,856.77
Surveymonkey	Survey administration	Free
Canvas	Learning Management System	\$14,078.42
Protraxx	Registration system	\$10,780
Microsoft Office	General tools	\$19,500.00
Visio	Software development tool	\$50.00
Tableau	Data visualization tool	\$28,476.55
Zoom	Video Communication/Webinar tool	\$13,406.17
Jotform	Online website form	\$9,223.48



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

	submission tool	
Datagrip	Software development tool	\$1,930.00
F-Secure	Salesforce file scanning tool	\$11,000.00
Google Admin Console	Ctoec.org	\$287.99

*Not included above: ForgeRock(yearly), Mulesoft(yearly), Salesforce(yearly), AWS (monthly), and Azure(monthly) are charge backs from DAS and DSS.*

### Services (consulting)

- Development consultants: - \$1,774,476.83
- United Way: \$16,832,109. This contract includes technology services and support among other work and operational support provided by the vendor.
- Deloitte (ImpaCT Enhancements): \$2.6M
- InfoSys (ImpaCT operations and maintenance): \$860,405
- Deloitte (Parent Portal 2.0 and Provider Portal EOM): \$2.918M

### Telecom and Data:

- Cellular Data for 50 Licensing iPads: \$23,994.00 (50\*39.99\*12)
- Cellular Data for 20 more Director iPads: \$9,599.60 (5\*39.99\*12)

## FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Continued support of all existing applications
- All consulting services list above



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Office of Health Strategy

#### Mission

The Office of Health Strategy's (OHS) mission is to implement comprehensive, data-driven strategies that promote equal access to high-quality health care, control costs, and ensure better health outcomes for all Connecticut residents. OHS helps ensure all residents in our state have access to quality health care they can afford.

#### Technology Strategy

OHS's strategy is data-driven and centers on leveraging comprehensive data collection and advanced analytics to achieve our mission of promoting equitable, high-quality, and affordable healthcare for all Connecticut residents. This strategy is outlined in the [Connecticut Statewide Health Information Technology Plan](#). This plan, developed by OHS, advances the State's use of technology and data to improve patient and community health outcomes, promotes efficiency in the healthcare delivery system, and provides resources for holistic, person-centered systems of care that reduce health disparities and address patients' health-related social needs.

OHS has multiple initiatives underway to optimize organizational performance including:

- replacement of legacy systems—the Patient Data Collection System and the Certificate of Need (CON) system
- assessment and enhancement of web assets to achieve WCAG 2.1 AA compliance
- planning for document retention and management solutions utilizing enterprise-wide solutions

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

OHS has continued to advance healthcare information technology and data analysis in Connecticut, building on previous achievements. Here are some updated highlights:

- **Health Information Exchange (HIE):** Connie, the State's designated HIE, has grown significantly, with over 3,200 provider locations now fully interoperable and providing patient data. Connie supported an average of 1.5 million weekly inbound clinical data documents and delivered over 412,000 weekly patient encounters.



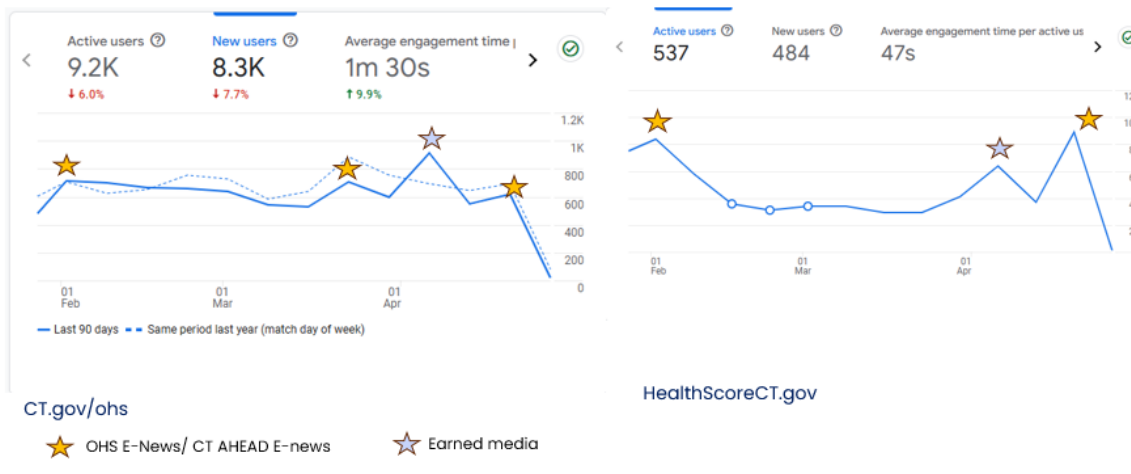
# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- **CT.gov Website Redesign:** OHS launched a new design of its agency website with support from DAS-BITS. The initial redesign, completed in August 2024, included 25 pages. This new user-centric site design is built for accessibility, with a consistent structure that makes it easier for users to find the information they need. OHS staff have updated the design of more than 35 additional pages and created more than 12 new pages to meet new criteria. This site generates more than 275,000 page views by more than 36,000 active users, annually.
  - **User Insight Dashboard:** OHS utilizes a Google Analytics G4 dashboard to prioritize website redesign. This tool provides vital insights into user behavior and what information they are looking for, allowing us to make continuous improvements. OHS tracks analytics to assess the performance of its communications strategies in meeting goals for driving traffic to online assets.

### Multichannel Strategy to Drive Traffic

#### Monitoring Impact - OHS E-News



- **Staff Training:** OHS provides comprehensive training to staff on a new content management system. This ensures that the website can be easily updated, keeping information current and responsive to user needs.
- **Website Accessibility Compliance:** OHS's agency website requires extensive remediation to reach full compliance with WCAG 2.1 AA standards. Per DAS initial assessment the OHS website includes more than 1,000 pages which still require assessment and either removal or remediation. While OHS has identified some documents and presentations on the site as archived, the current process does not



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

meet all federal requirements for exemption. **Formal archiving of all documents, using a process to be developed and sanctioned in Sitecore by DAS-BITS, will require extensive data review and will challenge the agency's designated staff.**

- **HealthscoreCT Website:** The HealthscoreCT website has been updated with a new user centric interface. This site draws more than 12,000 views annually from 3,500 active users. The site has been expanded significantly to include new tools and dashboards identified below.
- **Document Management:** OHS has engaged in planning to enhance utilization of core enterprise solutions including SharePoint for efficient and effective document management and retention. An agency work group, in collaboration with DAS-BITS, has identified a project timeline and key milestones and resources needed for project execution.
- **Statewide Data Collection Standards for Race, Ethnicity, Language and Disability:** OHS published version 4.0 of its [Master Toolkit](#) for collecting Race, Ethnicity, Language, and Disability (REL-D) data. The latest version adds guidance for healthcare providers for collecting disability status data in compliance with state and federal laws.
- **Data Analysis and Sharing:** Using secure digital platforms to collect, analyze and share data, OHS has significantly expanded access to data on cost, spending, and utilization patterns for consumers, providers, advocates, payers, pharmaceutical companies, and elected officials. These tools provide policymakers and other stakeholders with data on key healthcare cost drivers. This information helps them understand the causes of spending increases and develop strategies to make healthcare more affordable and accessible. Additionally, OHS has made tools available to help consumers and employers to comparison shop for health services.
- **Reports:** The statutorily required and supplemental reports OHS publishes rely on data and documents submitted through the portals identified below. OHS's capacity to provide the research and analyses required by the administration and the Connecticut General Assembly rely on the functionality and accessibility of these tools to support providers, payers, pharmaceutical companies, consumers and other stakeholders in timely, accurate submission of required information.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Statute	Report	Publication Date
<a href="#">Public Act No. 21-35 Section 11</a>	<a href="#">Connecticut Race, Ethnicity, Language and Disability (REL-D) Data Collection Implementation Kit Version 4.0</a>	September 2024
<a href="#">Public Act No. 22-47, Sects. 57, 58</a>	<a href="#">Behavioral Health Insurance Coverage and Payment Parity in HUSKY, Private Insurance, and Medicare Advantage Final Report</a>	September 2024
<a href="#">Public Act No. 22-47, Sects. 57, 58</a>	<a href="#">Behavioral Health Insurance Coverage and Payment Parity in HUSKY, Private Insurance, and Medicare Advantage Final Presentation</a>	September 2024
<a href="#">Public Act No. 22-47, Sects. 57, 58</a>	<a href="#">Behavioral Health Insurance Coverage and Payment Parity in HUSKY, Private Insurance, and Medicare Advantage Behavioral Health Workforce Environmental Scan</a>	September 2024
Supplemental	<a href="#">Connecticut Healthcare Affordability Index 2024 Update</a>	September 2024
<a href="#">Conn. Gen. Statutes §§ 19a-508 (c) (k) (l) and (m)</a>	<a href="#">Facility Fee Reports</a>	October 2024
<a href="#">Conn. Gen Statutes § 19a-754a</a>	<a href="#">Alternative Payment Monitoring</a>	October 2024
<a href="#">Conn. Gen Statutes §§ 19a-754f et seq</a>	<a href="#">Healthcare Benchmark Initiative Recommendations to the General Assembly</a>	October 2024
<a href="#">Public Act No. 23-171 Section 8</a>	<a href="#">Top Ten List of Outpatient Prescription Drugs (2024 Final)</a>	October 2024
<a href="#">Conn. Gen. Statutes § 19a-670</a>	<a href="#">Annual Report on the Financial Status of Connecticut's Short Term Acute Care Hospitals</a>	January 2025
Supplemental	<a href="#">Connecticut Health Systems Financial Status in Context</a>	January 2025
<a href="#">Public Act No. 24-19 Section 23(c)</a>	<a href="#">Health Information Exchange PA 24-19 Recommendations Workgroup Report</a>	January 2025
<a href="#">Conn. Gen. Statute § 19a-638 as amended by Public Act No. 22-47</a>	<a href="#">Expedited Certificate of Need Process for Mental Health Facilities</a>	January 2025





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Statute	Report	Publication Date
<a href="#">Public Act No. 23-171 Section 8</a>	<a href="#">Top Ten List of Outpatient Prescription Drugs (2025 Preliminary)</a>	February 2025
<a href="#">Public Act No. 23-171 Section 7</a>	<a href="#">Report of Pharmacy Benefit Manager Practices</a>	February 2025
<a href="#">Conn. Gen. Statute § 38a-477jj(e)</a>	<a href="#">Financial Impact of Formulary Change Restrictions on Health Plans in Connecticut</a>	February 2025
<a href="#">Conn. Gen. Statutes § 19a-127k</a>	<a href="#">Hospitals' Community Benefit Summary and Analysis Report Final Report and Public Comment 2022</a>	March 2025
<a href="#">Conn. Gen. Statutes § 19a-754h</a>	<a href="#">Cost Growth Benchmark Initiative 2022-2023 Performance</a>	March 2025
<a href="#">Conn. Gen. Statutes § 19a-754h</a>	<a href="#">Quality Benchmark Initiative 2023 Performance</a>	March 2025
<a href="#">Conn. Gen. Statutes § 19a-754h</a>	<a href="#">Primary Care Spend Target Initiative 2023 Performance</a>	March 2025
<a href="#">Conn. Gen. Statutes § 19a-639(a)(2)</a>	<a href="#">Statewide Health Care Facilities and Services Plan Final</a>	March 2025
<a href="#">Conn. Gen. Statute § 17b-59a</a>	<a href="#">2025 Health Information Technology Report</a>	March 2025
<a href="#">Conn. Gen. Statutes § 19a-127k</a>	<a href="#">Hospitals' Community Benefit Summary and Analysis Report for Public Comment 2023</a>	April 2025
<a href="#">Conn. Gen. Statutes § 19a-754g</a>	<a href="#">Proposed 2026-2030 Benchmarks and Recommendations of the Technical Team</a>	June 2025
<a href="#">Conn. Gen. Statutes § 19a-754g</a>	<a href="#">Proposed 2026-2030 Quality Benchmarks</a>	June 2025
<a href="#">Conn. Gen. Statutes § 19a-754g</a>	<a href="#">Adopted 2026-2030 Quality Benchmarks</a>	June 2025

**Report Accessibility Compliance:** OHS has developed internal resources including a report format guide, training and document templates, to assist staff and contracted vendors in preparing publications that meet WCAG 2.1 AA accessibility guidelines. OHS is committed to ensuring the highest level of accessibility to the complex data presented in these publications and continues to evolve practices and staff training, including



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

utilization of the DAS Accessibility Hub and High Impact Accessibility Training to meet this goal.

- **Online Tools and Resources:** OHS maintains tools designed to guide policymakers, providers, consumers, and other key stakeholders in making informed decisions to advance health policy in support of access, equity, quality, and affordability.
  - **New tools and dashboards** published 2024-2025:
    - [APCD Behavioral Health Dashboards](#) - Offers an interactive tool to help consumers, healthcare providers, payers, policy makers and other key stakeholders explore behavioral health data across the state, including diagnoses, use and cost of care, co-occurring conditions and social drivers.
    - [Healthcare Cost Estimator](#) - Provides consumers with useful information about the average costs of specific medical services, procedures, drugs, and devices throughout the state using insurance claims data from the state's All Payer Claims Database (APCD) to estimate insurance payments and individuals' out-of-pocket payments for common services, drugs, and devices. This dashboard is statutorily required by [Conn Gen. Statutes § 19a - 755b](#).
    - [Imaging Inventory](#) – Offers an interactive tool to help consumers locate computed tomography (CT), magnetic resonance imaging (MRI) and positron emission tomography-computed tomography (PET-CT) imaging services in their community, searching by map or by table, and defining how far from home the search extends.
    - Healthcare Benchmark Initiative Data Transparency Dashboards - Can be used to analyze price and utilization by medical service category, retail pharmacy spending by drug and drug category or inpatient and outpatient hospital services
      - [Healthcare Cost Drivers Dashboard](#)
      - [Hospital Dashboard](#)
      - [Retail Pharmacy Dashboard](#)
    - Projects in development during the fiscal year also include a new Community Benefit Dashboard, Health Equity Dashboard.
  - **Established tools and dashboards:**
    - [APCD Snapshot](#) – Provides users with dashboards to explore data available from participating health plan including insurance coverage, medical and dental procedures, prescriptions and costs



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- [Connecticut Health Affordability Index \(CHAI\)](#) – Provides users with tools to measure the impact of healthcare costs, including premiums and out-of-pocket expenses on a household's ability to afford basic needs
- [OHS Data Compendium](#) – Provides an online guide to all OHS databases and explains why each data set is collected, and how to access data

**Online Tools and Resources Accessibility Compliance:** OHS recognizes that existing and new dashboards and data tools, as well as the dashboards in development, require additional evaluation of compliance with WCAG 2.1 AA standards. **These tools developed in Tableau and Microsoft Power BI require assessment and remediation that exceed OHS staff capacity to conduct or to administer with contractors effectively. Additional training and consultation resources, and the funds to secure those resources will be required to achieve compliance.**

### Digital Government

OHS provides a wide range of online resources and tools. These digital offerings are designed to serve and inform a diverse audience, including Connecticut residents, healthcare providers, policymakers, and the public.

- **Public Information and Engagement:**
  - **Website:** OHS offers two websites with information on various topics including healthcare innovation, consumer engagement, health systems planning, and data reports.
  - **Social media:** OHS actively connects with the public through platforms like Facebook, X, Instagram, LinkedIn, and YouTube.
  - **E-News:** OHS utilizes the Campaign Monitor platform to engage diverse stakeholders, provide information and promote access to the agency's dashboards and online tools distributing more than 50,000 messages and exceeding market performance for open, click through and click to open rates.
- **Healthcare Data and Reporting Systems:**

OHS relies on the functionality and accessibility of the health data and reporting tools listed below to support providers, payers, pharmaceutical companies and other stakeholders in timely, accurate submission of required information. This data supports statutorily required research and data analyses as well as the regulatory functions of the agency.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- [Data Request Portal](#): This system (Gov QA) allows users to request data from the All-Payer Claims Database and Patient Databases (inpatient discharge, emergency department and outpatient surgical encounters)
- [Certificate of Need \(CON\) Portal](#) - Provides users with a portal to [submit](#) CON applications and supporting documentation or [view](#) submitted applications and documentation
- [Community Benefits Portal](#) – Provides a data submission tool for hospitals to report required community benefit documents to OHS
- [Community Health Worker Training Vendor Application Portal](#) - This system facilitates online applications for training vendors in the Community Health Worker program.
- [Freedom of Information Portal](#) - This system allows the public to submit information and data requests to OHS and track their responses.
- [Hospital Reporting System \(HRS\)](#) – Allows users to access annual and 12-month filings of financial and utilization reports for hospitals including data on affiliates, corporate assets, charity care and funds for charity beds, debt collection policies, compensation of highest paid employees, trauma activation fees and other financial data
- [Hospital Reporting System \(HRS\) Financial Documents](#) – Allows users to access hospital financial documents including audited financial statements, Medicare cost reports, officers and directors, uncompensated care policies, organization charts, IRS Form 990 and other related documents
- [Medical Imaging Equipment Inventory Portal](#) -This portal collects information on healthcare facilities medical imaging equipment and services in Connecticut from hospitals and surgical facilities.
- [Notifications and Filings – Other Required Filings](#) - Provides access to hospital facility fees, facility fees charged to patients, information about medical group practices, medical foundations, hospital affiliations, hospital inpatient and outpatient charges for services and items, and specialty hospital audited financial statements
- [Outpatient Data Collection Portal](#) - Small outpatient surgery providers can securely enter and submit patient data to OHS through this portal.
- [Prescription Drug Reporting System](#) – Provides an online portal for prescription drug sponsors and manufacturers to report required notices and data
- [Secure File Transfer](#) - Acute care hospitals and outpatient surgery providers can securely submit patient data, and for health care insurers to provide financial data for benchmarking to OHS through this portal. OHS also utilizes the portal to release



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

research data to approved credentialed individuals and organizations including CT state agencies.

**Healthcare Data and Reporting Systems Accessibility Compliance:** OHS recognizes that portals and other tools utilized for data submission to the agency require additional evaluation of compliance with WCAG 2.1 AA standards. **These tools, which include legacy portals hosted on Department of Public Health servers nearing end of life, and other State procured resources such as Gov QA, require assessment and remediation that exceed OHS staff capacity to conduct or to administer with contractors effectively. Additional training and consultation resources, and the funds to secure those resources will be required to achieve compliance.**

- **Healthcare Data Exchange: Connie - The State's Designated Health Information Exchange (HIE):** This system enables secure electronic exchange of healthcare data between healthcare organizations and state agencies.

**Healthcare Data Exchange Accessibility and Compliance:** Connie provides extensive online resources for utilization by patients, organizations and the general public to understand and to access the State's Health Information Exchange. **Remediation of the contractor's primary website [conniect.org](http://conniect.org) and related assets will require extensive investment of time and resources.**

- **Requested by Constituents:**
  - Secure Online Payment system for submitting application fees

### Planned Applications

- OHS has advanced work on the establishment of a single, secure, and public-facing portal for healthcare facilities to submit REL-compliant data. The first release of this Extract, Transfer, Load (ETL) platform will cover outpatient surgeries, inpatient discharges, and emergency department encounters. It is designed to be user-friendly with automated checks to reduce errors, and it includes robust security features like strong authentication and data encryption. The portal, designed to comply with WCAG 2.1 AA requirements, also offers extensive reporting and dashboard capabilities for data analysis and provides public transparency through accessible user guides. **This platform may have the capacity to provide a foundation to replace other aging portals (listed above) that do not meet accessibility compliance, if appropriate development resources are funded and assigned.**



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- OHS will launch an online secure payment processing application for submitting application fees associated with programs like CON, APCD, and patient data extracts.
- Patient Data Collection Database Re-write: OHS is in the process of rebuilding its patient data collection system to modernize how the state captures, stores, and analyzes information on inpatient and outpatient procedures and emergency department visits. The upgraded system will enhance data quality, reporting capabilities, and support for evidence-based policymaking.
- OHS is modernizing its Certificate of Need (CON) program by implementing a new secure, online workflow portal. The project planning process has advanced through data mapping and is moving into contracting with an anticipated launch date prior to the end of FY2026.
- OHS will continue to advance compliance with WCAG 2.1 AA requirements across all agency publications, online assets and other documents to the full extent of available agency resources. **As indicated, additional resources, and the funds to secure those resources, will be required to achieve comprehensive compliance across all assets.**
- OHS will continue to advance planning for document management and retention maximizing utilization of core enterprise solutions including SharePoint to enhance agency operational efficiency. **Execution of document management plans require additional investment in consulting resources through DAS-BITS.**
- OHS will evaluate contractual relationships with new and existing information technology contractors and follow all required procurement and re-procurement processes in collaboration with DAS-BITS.

### Planned Artificial Intelligence Use Cases

- OHS will continue to build core knowledge and expertise in the advances in artificial intelligence emerging in the healthcare industry to inform the Statewide Healthcare Information Technology Plan and policy recommendations and leverage the most effective innovations to improve healthcare access, equity, affordability and quality for Connecticut residents in compliance with state and federal regulations.
- OHS will participate in a pilot of Microsoft Copilot, led by BITS and has identified significant operational and administrative efficiencies that could be achieved, such as use of AI for minutes of public meetings.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Planned Data Use Cases

- Health research and data analysis provide a firm foundation for the entire OHS agency scope of work. The collection, dissemination, and analysis of health care service, quality and claims data informs OHS and other agency reports, policy proposals, regulatory functions and other initiatives designed to support cost-efficient, high-quality, accessible healthcare service design and delivery in Connecticut.

### FY 2026 Technology Budget

Description	Budget
IT Hardware	\$6,029.00
Subscriptions	\$31,879.00
Telecom and Data	\$23,325.00
Equipment	\$10,000
Contractual Services	
Covendis	\$395,000.00
High Q	\$316,000.00 *Estimated, not finalized
Mathematica	\$49,772.00
OnPoint Health Data	\$1,014.882.96
Health Information Alliance – Connie	\$8,049,668.34

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Certificate of Need Online Portal – High Q: \$316,000.00 \*Estimated, not finalized
- Onpoint Health Data – Contractual Services: \$1,014.882.96
- Covendis – IT application developer: \$395,000.00
- Health Information Alliance- Connie: \$8,049,668.34



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Office of Higher Education

#### Mission

The Office of Higher Education (OHE) seeks to advance the promise of postsecondary education for all state residents, and to advocate on behalf of students, taxpayers, and the postsecondary schools and colleges that fall under its purview. The Office carries out its mission by assuring that students have access to post-secondary institutions which meet the highest standards of academic quality, by administering the state's student financial aid programs, and by serving as an information and consumer protection resource.

#### Technology Strategy

In the past, OHE invested in on-premise, internal custom-developed Microsoft Access Databases to support its various programs. Since this requires multiple programming staff personnel just to support/maintain this approach, OHE has created a new technology strategy. The Agency plans to continue to take advantage of cloud vendors to host applications as Software-as-a-Service (SaaS) along with any Commercially-Off-The Shelf (COTS) software. Any custom software solutions will be used as a last resort solution when possible. As such, OHE will only invest in cloud software solutions that meet these criteria (above and beyond standard office automation tools).

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

- The Financial Aid Processing Application implemented for the HR and Financial Division, called CT Scholars, has had the following additional programmatic areas included:
  - John R. Justice Prosecutors and Defenders Incentive Act
  - Adjunct Professor Incentive Grant (APIG)
  - Student Loan Reimbursement Program (SLRP)
- Implemented a modernized agency website for OHE with the anticipated benefits of a more current web experience, reducing call volume by answering common questions, providing instant information to constituents, and improving accessibility of information to constituents.
- Migrated agency file servers to a BITS-hosted virtual server environment





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Refreshed agency user technology where appropriate replacing desktop PCs with new laptops and Macbooks enabling more security while working remote and a more mobile workforce
- Upgraded user licenses to Adobe Pro to take advantage of additional functionality

### Digital Government

Presently, the list of Online Services Available includes:

- Institution and Program Search, which include a listing of all authorized colleges, universities, and private career schools in Connecticut
- Online forms for Academic Affairs division including: out-of-state applications for colleges, universities, and private career schools that do not have a physical presence in CT, student transcripts and third party education verifications, refund requests, student complaints, reporting of schools thought to be operating without authorization, and interest forms for entities wishing to start a new college or private career schools in the state.
- Self-service style interfaces for authorized institutions and schools, where various other online forms can be submitted, such as adding a new program or changing a campus roster.
- Online payments for Academic Affairs and Programs and Student Services Divisions
- CT Scholars online portal for high school staff
- CT Scholars online portal for college staff
- CT Scholars online portal for students

List of Online Services Requested by Constituents:

- OHE will continue its efforts to make sure all forms and applications that need to be completed are available online
- Improve OHE's institution and program search function. The current system utilizes a Veoci public dashboard that is very limited in terms of reporting capacity and ease of use.

List of Online Services Planned to be made available:

- None at this time

### Planned Applications

- Refresh agency user technology where appropriate replacing desktop PCs with new laptops and Macbooks enabling more security while working remote and a more mobile workforce, while also deploying additional new monitors to workstations



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- The Financial Aid Processing Application implemented for the HR and Financial Division, called CT Scholars, will have the following additional programmatic areas included:
  - Revise Student Loan Reimbursement Program (SLRP) due to legislative changes
- Adopt the state's travel authorization application
- Adopt the state's employee time reporter app for time off requests and approvals
- Rewrite Alternate Route to Certification (ARC) Payroll application to a newer development platform
- Renew the agency's contract with Veoci, a paperless workflow solution, including applications and payments, leveraged by the agency's Academic Affairs division

### Planned Artificial Intelligence Use Cases

- Agency leverages a handful of ChatGPT licenses to summarize long agreements/documents, and to help draft documents and email responses
- Enable Microsoft Copilot for agency staff with a goal of alleviating repetitive tasks, and allowing staff to focus on value-added work

### FY 2026 Technology Budget

Outlined below is an estimated plan for technology spend within OHE:

Hardware	\$35,000
Software	\$400,000
Services (consulting)	\$10,000
Subscriptions	\$5,000
Telecom and Data	\$20,000

### FY 2026 Technology Major Expenditures

Outlined below are the OHE's planned technology expenditures more than \$100K:

- Financial Aid Processing Application Software:
  - Cost Estimate: \$400,000 for the continued expansion and development, data conversion and one year of software maintenance and support which includes software development, data conversion, software as a service (cloud hosted), training, ongoing support.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Office of Policy and Management

#### Mission

OPM functions as the Governor's staff agency and plays a central role in state government, providing the information and analysis used to formulate public policy for the State and assisting State agencies and municipalities in implementing policy decisions on the Governor's behalf. OPM prepares the Governor's budget proposal and implements and monitors the execution of the budget as adopted by the General Assembly. Through intra-agency and inter-agency efforts, OPM strengthens and improves the delivery of services to the citizens of Connecticut and increases the efficiency and effectiveness of state government through integrated process and system improvements.

#### Technology Strategy

- Provide OPM staff with the hardware and software needed to accomplish OPM's mission
- Assist divisions with implementation of new legislative requirements around the collection of data
- Continue to support Lean initiatives that have an IT component that is integral to the success of the project and the mission of the agency
- Utilize the new cloud-based environments, including Microsoft Azure, for external facing web applications used by the municipalities and other agencies
- Provide infrastructure to facilitate the execution of our business continuity plan
- Develop biennial State Data Plan, in alignment with IT Strategic Plan

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

- Implemented the new Federal Impact system for the Office of the Governor
- Replacement of laptops and monitors due to end-of-life
- Roll out new servers, SANs, and network switches to replace technology that are considered end of life
- Upgraded staff to Windows 11
- Continue development and implementation of the new Fiscal Health Monitoring System (FHMS)
- Rolled out new Statutory Requirements application for tracking agency reporting needs
- Improved accessibility to forms, policies and procedures on OPM-At-Home SharePoint site
- Trained staff on their responsibility to handle and protect confidential information, including but not limited to development of a policy, incorporating training during orientation, and developing a procedure on how to handle a breach



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Worked with DAS/BITS to migrate VPN profiles for all OPM staff
- Updated OPM's data breach policy for staff
- Sent reminder notifications to staff to complete DAS/BITS Phishing web-based trainings

### Digital Government

#### List of Online Services Available:

- Renters Rebate – Provides a partial rebate of rent and utility expenses to lower income elderly and totally disabled renters.
- Sales Ratio – Used to collect annual real estate sales data, by town, to calculate the Equalized Net Grand List.
- M13 (Grand List of Taxable Property) – Used by municipalities to collect Grand List assessment data to calculate the Equalized Net Grand List.
- Veteran's Additional Exemption Tax Relief Program – Used by municipalities to collect property tax exemptions for eligible veterans and apply for a reimbursement of lost property tax revenue based on program guidelines.
- Grants Management System – The Criminal Justice Policy and Planning Division uses an off-the-shelf electronic Grants Management System, referred to as Grantium, customized to meet OPM's business needs, to automate the grant administration process of federal grants to sub-recipients from collecting grant applications to disbursing grant funds as well as meeting federal reporting requirements.
- Notice of Intent (NOI) – A web-based application State agencies use to gain permission from OPM to allow the agency to apply for a federal grant. Once approved, the agency can then submit the grant application to the issuing federal agency.
- Open Data Portal and Geodata Portal – Participate in the State's effort to make raw government and spatial data open to the public to increase transparency and provide useful information. Geodata portal was launched in November of 2022, followed by the state Broadband Map in December 2022.
- Fiscal Health Monitoring System (FHMS) -- An online portal, replacing the Uniform Chart of Accounts (UCOA) reporting system, that provides an electronic platform for municipalities to file their fiscal information including budgetary and audited financial statement data.
- Business Intelligence - State Analytical Reporting System (BI-STARS) - The system provides the State with advanced analytical and reporting capabilities for human resources/financial management and will enhance decision making. The goal is for STARS to become a statewide data repository for human resources and financial data.
- eRegs – An online internal tracking system utilized by the OPM legal staff to effectively monitor and facilitate the review and approval process of regulations submitted by agencies.
- Witness Tracking – An online web application that allows courthouses to track and share the usage of jailhouse informants.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Municipal Coronavirus Relief Fund (CRF) - An online portal which allows municipalities to request reimbursement for eligible COVID-19 related expenses.
- M-1 – An online web application that allows municipalities to report tax and mill rate information
- MM&E – a web-based application to be used by municipalities to report their Manufacturing Machinery and Equipment exemptions
- Pilot – Automated system for the electronic submission of municipal assessment information for the State-owned and College and Hospital Payment in-Lieu-of-Tax programs. This assessment data provides the information needed to formulate public policy for the state and assist in preparing the Governor’s budget proposals
- Distressed Municipality - a web-based application to be used by those towns designated as a distressed municipality to report their Personal Property and Real Property tax losses, which data will be used to determine reimbursements from state appropriated dollars
- Local Capital Improvement Program (LoCIP) Grant System – a web-based application to be used for municipalities to request their LoCIP grant
- Revaluation – a web-based application for reporting a municipalities revaluation information
- Distressed Municipality – a web-based application for reporting a municipalities distressed information
- Convened agency data users and developed a new set of [open data screencasts](#) to encourage data use, developed new [accessibility training and guidance](#) and a [new data request form](#) for open data
- Launched Open Data resources including [Juvenile Justice Policy Oversight Council Equity Dashboard](#), [supplier diversity data](#), [HVAC indoor air quality grants for public schools](#), [sales and use tax data](#), [personal income tax data](#), [highway use fees](#), [cannabis prices](#), and [amusement park rides registered](#), [CT Prescription Drug Monitoring Program](#), [CT Business Registrations](#), [State of CT Executive Branch Workforce](#), [Municipal Fiscal Indicators](#), [Census Tracts Identified for PA 23-205](#), [Disproportionately-Impact Areas for Cannabis Legalization](#), and [ARPA Funding and Project Inventory](#)
- Collaborated with Department of Housing on [Connecticut Housing Data Hub](#), DEEP Bureau of Energy and Technology Policy on the [Broadband Equity, Access, and Deployment \(BEAD\) Program](#), Department of Public Health on a [web mapping application](#) to visualize local health department locations across the state; Department of Transportation on updated [municipality](#), [county](#), [Council of Governments](#), and [planning region boundaries](#); and published parcel and property data to the new [Parcels Landing Page | CT Geodata Portal](#)
- Launched Federal Impact Reporting System

### List of Online Services Requested by Constituents:

- Respond to AD-Hoc reporting requests from municipalities pertaining to data that is maintained by OPM



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Launched geodata portal and maintained open data portal and tools for transparency on ARPA and other investments (including municipal CRF)
- Conducted a user survey for open data to understand how people interact with data on the Portal and the challenges they experience and worked with agencies to audit and update the metadata on the Portal, which reduced the number of datasets missing metadata from 94% in August to under 20% today
- Developed content on data literacy, evaluation and data analysis and conducted several workshops, including , with [workshop content and recordings found here](#)

List of Online Services Planned to be made available:

See list provided below under *Planned Applications*

### Planned Applications

- Develop an application for OPM Business Office to track Purchase Requests and Travel Authorizations
- Develop an application for tracking attendance for emergencies
- Develop an application for tracking OPM's cell phones and assignments
- Develop an application for tracking OPM's software inventory
- Develop a case management/grievance tracking system for the Office of Labor Relations
- Develop state bond commission application to track the lifecycle of bond authorization requests
- Upgrade the IGP Portal to newer development technologies for enhanced security
- Develop public dashboards for municipal fiscal health, major programs and budgets, and ARPA performance indicators
- Develop a web based Uniform Data System (UDS) reporting tool for insurance carriers
- Developing secure data enclave, with BITS and DOL, to manage access to data for P20 WIN, state longitudinal data system
- In collaboration with DAS, piloting a grants management system for statewide enterprise use

### Planned Artificial Intelligence Use Cases

- Developed Responsible AI framework with DAS and convened agency staff and developed governance process for use of AI in state government. Working with other agencies to update AI policy framework, impact assessment and guidance on responsible use of AI tools by state employees.
- Reviewing pilots to use AI on open data and geodata portals, to enhance user search and ability to find and analyze public data



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Reviewing use of large language models to summarize policy documents, create meeting minutes and notes and to provide support on code review
- Using artificial intelligence to improve classification of address data and aerial imagery and vegetation / tree cover, with University of Connecticut

### Planned Data Use Cases

Outline 3 – 5 lines of planned data projects for your agency (ex. data analytics, evaluation, transparency, GIS or spatial data)

- Developing comprehensive workforce and career pathways analysis, and reporting on opportunity and crossover youth, state financial aid and other programs through the DataLink CT system (formerly P20 WIN)
- Developing comprehensive flood and resiliency mapping for Connecticut, based on improved hydrography data, aerial imagery, building and impervious surfaces data
- Developing dashboards and reports on state workforce trends, including demographics of state employees, and improving reporting on state contracting and procurement data
- Supporting evaluation of investments from the American Rescue Plan Act (ARPA) and the Infrastructure Investment and Jobs Act (IIJA) and reporting on performance and outcomes from ARPA and IIJA

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

#### Hardware

- Laptops for new hires - \$ 85,000

#### Software

- Adobe - \$ 16,000
- Tableau – \$2,496
- ESRI ArcGIS - \$ 40,492
- Contingency - \$ 15,000
- Zoom - \$3,000

#### Services (consulting)

- Azure Hosting – approximately \$ 30,000

#### Subscriptions

- GovInvest - \$ 28,644
- West Law - \$ 4,200
- EverLaw - \$ 8,000



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- IHS Economic Forecasting - \$ 44,000
- Tyler Technologies - \$ 272,538
- Federal Funds Info for States - \$ 8,375
- Ookla Speedtest - \$44,836

### Telecom and Data

- Cell phones - \$ 43,500

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- N/A





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Office of State Ethics

#### Mission

The Connecticut Office of State Ethics (OSE) practices and promotes the highest ethical standards and accountability in state government by providing education and legal advice, ensuring disclosure, and impartially enforcing the Codes of Ethics.

#### Technology Strategy

- The OSE strategic plan incorporates our Mission, Vision, and Values in determining our priorities for 2026. In order to best serve Connecticut, we will focus our improvement efforts on four areas: Data, Technology, Analysis and Board Operations.
- The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

- Provided ongoing support to Staff for Teleworking and In-House.
- Provided responsive support to SFI and Lobbyist Filers.
- Created multiple SFI, Lobbyist, and Case Management Releases due to changes in application/data.
- Provided Optimize code for online customer interactions.

#### Digital Government

List of Online Services Available:

- Lobbyist Filing and Reports
- Statements of Financial Interests Filing
- Necessary Expense Filing
- Gift to the State Filing
- Agency website contains Advisory Opinions and Declaratory Rulings; Enforcement Actions and UAPA Notices; Meeting/Agendas and Minutes; Citizen's Ethics Advisory Board policies; Statutes and Regulations; Complaint Forms, Restricted Donor Forms and Conflict of Interest Forms



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

List of Online Services Planned to be made available:

- Create a better user-friendly lobbying reporting system.
- Enhance SFI System for SFI liaisons.

### Planned Applications

- Create SFI, lobbyist and CMS Releases due to changes in application/data.
- Design and produce online educational materials for the regulated community and public.
- Design a more functional lobbyist reporting system for end users.
- Enhance SFI System for SFI liaisons based upon liaison feedback.
- Remove Crystal Reports and replace with SQL reporting services.

### Planned Artificial Intelligence Use Cases

- Mobile Optimization: Ensure accessibility across all devices.
- Ensure alignment with industry compliance laws
- Optimize code for online customer interactions.
- Regulatory Compliance Monitoring: Track adherence to ethical policies, laws, and industry standards using automated reports and alerts.

### Planned Data Use Cases

- Implement stronger authentication protocols to protect user data.
- Enhance Design: Gather user feedback to improve interface and navigation.
- Mobile Optimization: Ensure accessibility across all devices.
- Optimize application performance to reduce downtime and latency.
- Deliver a more personalized customer experience

### FY 2026 Technology Budget

- Hardware - \$24,700.00 Agency Seeking IT Capital Investment Fund
- Software Vendor - \$170,050.00 Agency Seeking IT Capital Investment Fund
- Telecom and Data – 2,500.00 Agency General Fund

### FY 2026 Technology Major Expenditures

- Seeking IT Capital Investment Fund money for lobbyist reporting and SFI enhancements.  
See above



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Office of the Attorney General

#### Mission

The Attorney General is the chief civil legal officer of the state. The Attorney General's Office serves as legal counsel to all state agencies. The Connecticut Constitution, statutes and common law authorize the Attorney General to represent the people of the State of Connecticut to protect the public interest. Among the critical missions of this office are to represent and vigorously advocate for the interests of the state and its citizens, to ensure that state government acts within the letter and spirit of the law, to protect public resources for present and future generations, to preserve and enhance the quality of life of all our citizens, and to ensure that the rights of our most vulnerable citizens are safeguarded.

#### Technology Strategy

The Information Technology (IT) Unit, as part of the Administration Department, is responsible for providing information technology support services to all departments of the Office of Attorney General. The needs of the Office are handled in a responsive, innovative, and cost-effective manner by proactive support of all hardware, software, and network infrastructure. The unit is responsible for finding better and more efficient ways to use technology within the legal industry. The goal is to make the office more efficient and productive in serving our clients.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

#### Technology Achievements FY25

- Continue Improving the online system for Data Breach reporting submission and integrate it with the DMS (document management system) and CMS (case management system)
- Upgrade Windows Server OS 2012, 2016 and 2019 to Windows Server 2022
- New laptops deployed office-wide for employees with increased battery capacity and four-year hardware support.
- Upgrade Windows 10 to Windows 11 (upgrade complete)
- Install new major updates to Lawbase.
- Improve the end-user experience in all conference rooms. Add 360 OWL cameras to two additional conference rooms. (Installation completed for all conference rooms). Installed OWL Cameras with both audio and video capabilities in Conference Rooms for more plug and play experience. 360 Room capture and ability to focus in on who in the room is speaking.
- Continue to enhance the OAG firewall security.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Completed tweaking the agency's document management system iManage Work 10.
- Completed tweaking the agency's case management Lawbase system and integration with iManage.
- Train new and existing employees on the agency's case and document management systems: Lawbase and iManage.
- Install new IT equipment and workstations in new offices at 165 Capitol Avenue.
- Create administration and business reports in Lawbase to help agency's sections in reviewing the annual statistical and financial reports.
- Update the technology inventory in the Lawbase system.
- Training OAG employees on the Everlaw eDiscovery platform.
- Complete remote officer copier deployment in satellite offices.
- Install three new Toshiba copiers at 165 Capitol Avenue.
- Installed new monitors officewide with HP EyeCare Technology and blue light filter to replace older models.
- Surplus old equipment, copiers, monitors and misc. peripheral devices.
- New Microsoft Surface Laptops for Administration that are extremely portable, lightweight and efficient for travel and quick trips.
- New HP G5 Business Essentials docking stations with fresh 1 year warranty in reserve in case of breakage or needing replacement.
- New keyboards and mice distributed to employees upon laptop replacement.
- New headsets given to employees with both left and right ear audio for better listening experience while in meetings or training.
- New laptop bags given to employees to replace the old, new mousepads as well for remote and office use.
- New HP G5 Business Essentials docking stations with fresh 1 year warranty in reserve in case of breakage or needing replacement.
- Deployed new higher capacity and quicker processing printers to satellite offices to replace the older models.
- Purchased portable power banks for employees to borrow when needed.
- Deployed and maxed out intern laptop capacity with laptops that were replaced for the new in Q1/Q2 of 2025.
- Tidied up and organize IT Work Room. Surplused old equipment/cables and kept only what is needed for future of office. Destroyed old hard drives and flash drives/CDs.
- Labeled equipment boxes and cabinets in IT Work Room to make items that are needed easier to find.
- Wiped the data off the returned old laptops and prepared them for surplus.
- Remodeled the AG's website to make it more user-friendly and modern. Third row of tiles added for quick access to pressing issues and the AG's YouTube channel. Updated section descriptions and cleaned up the overall interface of the site.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### List of Online Services Available:

- On-Line Complaint form.
- On-Line Data Breach submission system.
- Access to the Attorney General's Formal Opinions and Request for Proposals.
- Links to social media on the AG home page to provide better information to the public.
- Helpful Quick Tips for consumer issues in 6 languages
- Links and information helpful to seniors, children, charities, and consumers

### List of Online Services Planned to be made available:

- Updates and changes to the Attorney General website
- Update and enhancement to the e-Complaint and data breach systems.

### Planned Projects/Applications FY26

- Install additional monitors at satellite offices.
- Install new servers at the Groton and Springfield datacenters – end of extended support is 2025.
- Migrate from Broadcom VMware hypervisor to Hyper-V.
- Apply software updates to LawBase (Case Management System)
- Apply software updates to iManage – (Document Management system)
- Continue investigating iManage (DMS) cloud computing.
- Continue investigating a new online constituents' complaint system.
- Migrate OAG intranet from Word Press to SharePoint.
- Continue to update and refine IT Policies/Guidelines
- Continue improving the security of our firewall and infrastructures systems.
- Looking to investigate and Implement Lexis AI Porte'ge' for all of our Lexis end-users.

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

- |                                    |           |
|------------------------------------|-----------|
| • Software support and maintenance | \$130,000 |
| • Subscriptions                    | \$2,500   |
| • Telecom and Data                 | \$10,000  |
| • New Servers                      | \$325,000 |

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- |               |           |
|---------------|-----------|
| • New servers | \$325,000 |
|---------------|-----------|



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Office of the Chief Medical Examiner

#### Mission

To provide accurate certification of the cause of death and to identify, document, and interpret relevant forensic medical information for use in criminal and civil legal proceedings necessary in the investigation of violent, suspicious, and unexpected deaths, by properly trained forensic pathologists. Providing such information may prevent unnecessary litigation, protect those who may have been falsely accused, and lead to proper adjudication in criminal matters. Medicolegal investigations also protect the public health: by diagnosing previously unsuspected contagious disease; by identifying hazardous environmental conditions in the workplace, in the home, and elsewhere; by identifying trends such as changes in numbers of homicides, traffic fatalities, and drug and alcohol related deaths; and by identifying new types and forms of drugs appearing in the state, or existing drugs/substances becoming new subjects of use.

#### Technology Strategy

The role of the Information Technology Unit is to assist the Office of the Chief Medical Examiner (OCME) in reaching its mission critical objectives by ongoing improvement of the efficiency and effectiveness of processes through automation; enhance service delivery to customers through e-Government initiatives where possible; and providing the support services necessary to maintain our accreditation with the National Association of Medical Examiners (NAME). OCME recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-pages 38-41.pdf](#).

#### Technology Achievements

- Refresh approximately 10 personal computers that will be off manufacturer warranty.
- Refresh 1 server that will be off manufacturer warranty.
- Ongoing modifications to the Quincy Technology case manager database system that includes the completion of the project to facilitate the development of an API interface between the OCME case management software program (CMfw) and CT-Vitals Electronic Death Registry to allow for a single point of data entry for accessioned cases.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Ongoing modifications to the Quincy Technology case manager database system that includes the completion of the project to facilitate the development of an API interface between CMfw and the Prescription Drug Monitoring Program (PMP) gateway.
- Ongoing Investigation of OCME Connectivity to CJIS sponsored fiber network for enhanced identification of unidentified persons and for electronic sharing of data between OCME and law enforcement and state's attorneys
- Early investigation into interface between CMfw and developing fetal death registry (DPH)
- Investigation and Implementation of efficient web-based personnel scheduling software service for 24/7/365 operations
- Cloud based back-up system to be fully integrated for OCME network
- Investigation into secure file transfer methods and tools for fulfillment of statutorily required data-sharing agreements
- Investigation into point of contact electronic signature pads as enhancement within CMfw, to streamline processing and eliminate paper receipts.

### Digital Government

List of Online Services Available:

- Agency website with down-loadable forms and electronic contact information.

List of Online Services Requested by Constituents:

- None.

List of Online Services Planned to be made available:

- The agency will work with Quincy and DAS-BITS to pursue on-line requests and payments for medical records, photography, and histology fees. The agency is now part of the OPM strategy to include this agency in the future for customer e-payments.

### Planned Applications

None.

### Planned Artificial Intelligence Use Cases



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

None.

### Planned Data Use Cases

None.

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

- 53718 Software as a Service \$10,331.51
- 53755 Non-Controllable Software \$2,502.00
- 53760 IT Software Maint & Support \$85,500.
- 53820 Cellular Communication Srvcs \$21,115.87
- 53850 Telephone Repair & Maintenance \$480.00
- 53900 Television/Cable Services \$1,000.00

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures more than \$100K:

- None





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Office of the Healthcare Advocate

#### Mission

The Office of the Healthcare Advocate (OHA) is an independent agency which helps Connecticut residents understand what options they have for healthcare coverage, how to get and fight for their healthcare coverage, including coverage for mental health or substance use treatment, and to make sure all residents get covered for their healthcare needs. OHA works on behalf of all Connecticut residents. Our services are free and confidential and provided in real time.

#### Technology Strategy

Technology support is provided by the Department of Insurance IT staff, now included in BITS IT optimization. Their role is to assist the OHA in achieving its goals through technology.

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

- Installed a certified mail label printer, configured as a networked printer, enabling staff to print mail labels from their workstations and decommissioning an outdated standalone kiosk
- Upgraded all agency laptops to Windows 11
- Replaced agency laptops reaching the end of their warranty period and related peripherals, making aged peripherals available for staff to leverage while teleworking
- Implemented three online forms allowing constituents to contact the agency for the following:
  - Online Inquiry
  - Feedback Survey
  - Wheelchair Repair Delays and Complaints

#### Digital Government

List of Online Services Available:

- Online Complaint Filing
- Release of Information Form (fillable PDF)



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Outreach Presentation & Materials Request Form
- Online Inquiry Form
- Feedback Survey
- Wheelchair Repair Delays and Complaints Form

List of Online Services Requested by Constituents:

- Release of Information form enhancement

List of Online Services Planned to be made available:

- Hospital Financial Assistance Portal

### Planned Applications

- Legal Files, a COTS application, is the primary application used by the OHA business users. As the state optimizes IT resources, we will continue reviewing the possibility of combining this with a centralized Legal Files environment in use by other agencies to save on licensing costs.
- The Online Inquiry, Feedback Survey, and Wheelchair Repair Delays and Complaints forms mentioned above are planned for automated intake into Legal Files, the agency's case management system. This will save manual entry effort and potential data integrity issues resulting from re-keying.
- OHA is planning to create a Hospital Financial Assistance Portal for use by patients and family members to serve as a navigation tool to help identify and apply for hospital financial assistance for in-state hospitals. The portal is intended to streamline the application process, provide a screening tool to help determine eligibility, and to provide information to assist patients and family members in avoiding future medical debt.

### Planned Artificial Intelligence Use Cases

- Enable Microsoft Copilot with a goal of alleviating repetitive tasks, and allowing Agency staff to focus on value-added work
- After testing, potentially purchase licenses for Scribe to capture steps a user is taking on their machine while also transcribing voice in order to save time with process documentation and SOPs.

### FY 2026 Technology Budget



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Outlined below is an estimated plan for technology spend within OHA:

Hardware	\$ 5,000
Software	\$ 21,000
Services (consulting)	\$ 0
Maintenance	\$ 12,000
Telecom and Data	\$ 15,000

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Hospital Financial Assistance Portal (see "Planned Applications above")



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Office of the Secretary of the State

#### Mission

Through the commitment of a knowledgeable staff and advanced technology, the Office of the Secretary of the State works as a team to provide a wide range of services for the people and businesses of Connecticut.

We are a repository of records for the State and provide important information and resources regarding business and commercial filings, elections, and authentication as prescribed by the constitution, and federal and state laws.

We seek to support business development opportunities, and foster a more inclusive political process by educating, informing, and engaging communities in civic preparation.

#### Technology Strategy

In support of our mission, the Office of the Secretary of the State has focused its technology strategy in four areas: 1) providing our constituencies with useful, reliable, and user-friendly online services; 2) enhancing transparency by providing easy and timely access to agency information and services; 3) improving the efficiency and accuracy of internal processes; and 4) the cybersecurity of critical infrastructure.

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

The Connecticut Voter Registration System ( CVRS )and Election Management System / Election Night Reporting (EMS/ENR) systems continue to be enhanced to support Early Voting based on new requirements identified during previous elections. These systems were successfully used during the 2024 General Election.

We have continued to upgrade the network connections to the towns for access to the CVRS system. The new connections are more reliable, more secure, and faster. Working with DAS-BITS we have upgraded 160 of the 169 towns.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- **Tabulator Replacement Project** – The vendor ES&S was selected to replace the entire fleet of tabulators statewide and add medium speed and high speed central count ballot counters for large municipalities. The contract was negotiated and signed in July of 2024. A pilot implementation of the new tabulators in nine municipalities was successfully completed for the November General Election. Beginning in January 2025, the rollout of 2,402 precinct and 71 central count tabulators were deployed to the 169 municipalities. Training sessions have been provided to the municipal election officials and staff and will continue throughout 2025. The new tabulators have been used during 2025 for special elections and municipal referenda and will be used statewide for the 2025 primary and general elections.
- **The implementation project for TotalVote, the new Voter Registration System, Election Management, and Election Night Reporting System** is almost complete with a target implementation in January 2026. During 2025, training sessions have been provided for the municipal election officials, and a sandbox system has been available for them to acclimate to navigating the new system. There will be additional virtual training, on-site training and office hours with the vendor during the last quarter of 2025. A significant amount of work was required to transition the municipalities from a table-based address and district identification system to a fully Geographical mapping system for addresses and districts.
- **Connecticut Voting Rights Act analytics system project** – This system will provide tools to the LEAD division and to the public to ensure voter rights are protected as required by the Voting Rights Act passed in 2023. Working with the Voter Center at UConn this system has been designed, and development is well underway.
- **SOTS Applications (Finsys, Apostilles, State Seal, Extraditions, Public Officials) replacement project** – All systems are either online or nearing production. Apostille, State Seal, Extraditions, and Public Officials are in production. The Apostille system now lets customers order and track requests online. Finsys enters testing on July 16, with production planned for late August or early September. Finsys connects to the Business Registry and Apostille systems to provide MSS with a unified view of all transactions, simplifying reconciliation.
- **We've enhanced our Business Registry System (BRS) to significantly streamline operations and improve customer experience.** Key upgrades include shifting 95% of reinstatement requests from manual mail-in submissions to online processing, reducing staff workload to simple review. Trade Names were integrated as a mini registry system,



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

and services like legal existence requests and certified copies, once handled exclusively by mail are now almost entirely online. These improvements have made it easier for customers to manage their business needs digitally, with minimal staff intervention.

### Digital Government

#### List of Online Services Available:

- Online absentee ballot application system
- Election Management System/Election Night Reporting
- Online Public Meeting Notice Calendar System
- Online business formations
- Online voter registration
- Online voter and polling location lookup tool
- Centralized Voter Registration System
- Online filing of annual reports for business entities
- Online request for certificate of good standing
- Amending information for existing business entities
- Submission of UCC filings
- E-Regs: centralized state regulations creation and publication
- Online State Register & Manual ("Blue Book")
- Online training services for local election officials and poll workers
- Online access to original filing documents of businesses
- Online registration and renewals for notary
- Online registrations for SOTS events
- Online resources for civically engaged businesses
- Online trade name registrations
- Online Apostille order and tracking

#### List of Online Services Requested by Constituents:

- Registrar-only portal of historical information, special announcements, etc.
- Statewide, searchable list of justices of the peace
- Resources for civically engaged organizations

#### List of Online Services Planned to be made available:

- ADA accessible sample ballots



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Planned Applications

- Complete the TotalVote voter registration, election management and election night reporting system implementation.
- Complete Connecticut Voting Rights Act analytics system project.
- Automatic Voter Registration - Pursuant to Public Act 21-2, the Office of the Secretary and the voter registration agencies are required to work together to implement a system of Automatic Voter Registration, like the one currently in place with the DMV, in each of the voter registration agencies. After reviewing the voter registration agencies, the Office identified DSS, ConneCT, UConn, the CSUs, DoL, and DESPP as agencies where this is possible
- Website Redesign and Refresh – The current website needs substantial updating in order to provide important information to CT voters and businesses. Federal law also requires our website to be ADA-compliant in 2026.
- eRegulations System - The current system is approximately 12 years old and several software components used in the system are being sunset by the vendor, necessitating a replacement project. There are three major components of the current eRegs System: (1) IBM CaseManager/FileNet; (2) XML Authoring Software; and (3) the website. IBM CaseManager went end of life in 2023 and is no longer supported by IBM. The XML authoring software will go end of life in August 2026. The website remains functional, but it is not built using responsive web design, so it is difficult to use on phones and tablets. Additionally, the agency sign-in function relies on antiquated technology called eDirectory, which needs to be replaced with the newer state standard. Finally, the system is not easily accessible to agency users working remotely and requires special configuration of VPNs.

### Planned Artificial Intelligence Use Cases

Nothing currently planned for 2026.

### Planned Data Use Cases

- Transition the voter address and district identification function from table-based index files to a fully Geographical mapping system.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### FY 2026 Technology Budget

Technology Source	Amount
Hardware	\$ 7,880,527.00*
Software	\$15,009,447.00*
Services (Consulting)	\$ 1,278,418.00
Subscriptions	\$ 0.00
Telecom and Data	\$ 637,110.00

\* includes maintenance

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Maintenance of BRS System (business registration application)
- Maintenance of CVRS and EMS/ENR Systems (centralized voter registration system)
- Maintenance of IVS System (Ballot marking system for disabled voters)
- Maintenance of Sots Apps systems
- Voter Registration, Election Management and Election Night Reporting System replacement project
- Vote Tabulator replacement project
- Automatic Voter Registration
- eRegulations System Replacement Project
- Website Redesign and ADA compliance Project





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Office of the State Comptroller

#### Mission

To provide accounting and financial services, to administer employee and retiree benefits, to develop accounting policy and exercise accounting oversight, and to prepare financial reports for state, federal and municipal governments and the public. The Office of the State Comptroller (OSC) adjusts and prepares all accounting statements relating to the financial condition of the state and/or settles all demands against the state not first adjusted and settled by the General Assembly. OSC utilizes and manages the Core-CT enterprise system to provide for the budgetary and financial reporting needs of the executive branch; to pay all wages and salaries of state employees; to pay state retirees and to administer miscellaneous appropriations including the procurement of medical, dental and pharmacy benefits.

#### Technology Strategy

OSC continues its work on a modernization project for Core-CT. Phase 1 was the transition of Core-CT to Oracle cloud (OCI). This was completed in November 2023. Phase 2 involved the PeopleSoft application upgrades to the latest code line, a new Fluid portal and feature enhancements. This was completed in November 2024. Core-CT is now midway through its second year operating in OCI. Modernization project work continues forward on the following Core-CT updates and enhancements:

- Implement additional PeopleSoft functionality and Core-CT enhancements
- Implement mobile capabilities "PeopleSoft fluid"
- Improve reporting capabilities
- Investigate and implement paperless processing
- Implementing Teacher Retirement Services in Core-CT
- Multi-Factor Authentication
- Planned upgrade from Oracle 19C to version 23AI.
- Transition Core-CT support Web Site to the DAS/BITS Sitecore platform
- Develop and support integration to a new OPM Grant Management System
- Modify transparency sites to include additional Higher Education data
- Develop and support integration to new DAS Marketplace solution
- Continue to enforce security protocols for:
  - NACHA (National Automated Clearing House Association)
  - PII (Personally Identifiable Information) Redaction
  - Federal Social Security Data Exchange



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

The OSC continues to work on a project to transition Teachers Retirement Services (TRS) into the Core-CT system. The project goal is to convert all TRS retirement payroll and benefits services from the legacy Pension Gold system to Core-CT. The Scope includes: Phase 1 - CRM/Call Center/ FileNet integration; Phase 2 -Data Conversion, Retirement payroll processing and benefits management; Phase 3 – pension administration and employer reporting. Phase 1 was completed in June 2024. Phase 2 is planned to go-live August 2025. Work on Phase 3 will continue through December 2025.

OSC contracted with Accenture to convert the active Kronos agencies from UKG Workforce Central (WFC) to UKG Pro Workforce Management (WFM). These agencies are DESPP, DCF, DVA, and DOC. UKG is deprovisioning the WFC product and requires all customers complete the transition by December 31, 2025. This project is now in the User Acceptance Testing stage and is on track to be completed by November 2025

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <https://www.osc.ct.gov/manuals/PropertyCntl0921/index.htm>

### Technology Achievements

The Office of the State Comptroller completed the following technology initiatives:

#### **Core-CT**

Completed key objectives and components of the PeopleSoft application upgrade project - PUM Project. These include the implementation of the latest Peoplesoft code line, a new Fluid portal and additional feature enhancements. Agency coordination and training activities related to the upgrade and the new look and feel were completed. Training and job aids for the application enhancements were also developed.

Application updates went live in November 2024. Resolution of issues discovered post go-live were completed by March 2025.

The following additional enhancements to the Core-CT system were completed between December 2024 and June 2025.

#### **HCM Enhancements:**

- UConn Position Management conversion, AWE and Kuali integration
- Time Administration – increase frequency of Time Admin runs – August 2025
- Core-CT Integration with UKG to support onboarding activities



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Ability for HR specialists to add employee onboarding documents
- Health and Safety – ESS, AWE, Reporting, on-line WC207 form.
- Ability to delete attachments on Job & Position.
- Improved CO1092 security approval process with addition of email links.
- Fluid Direct Deposit Self Service, implemented for UCONN; will be deployed once MFA is in place.

### **Finance Enhancements:**

- Implemented Treasury Workcenter functionality
- Implemented Book to Bank Recon
- Implemented improved Excel PO Voucher Upload
- Implemented Vendor access to 1099
- Implemented Secure 2.0 Act requirements and controls for defined contribution plans.
- Converted Purchasing Card (P-Card) transition from JP Morgan to US Bank
- Completed Multi-Factor Authentication prototype based on the Pathlock identity and authentication tool. This includes solutions with integration with Azure SSO and UCONN NetId. Developed integration between Azure AD (EXEC Domain) and Core-CT

### **Teacher Retirement Project**

TRS Project Phase 1 – Completed implementation TRS retirement case management including integration of Core-CT CRM with FileNet and integrations with Avaya Call Center.

TRS Project Phase 2 – Developed data conversion and data bridging between Pension Gold and Core-CT. Implemented Retirement payroll processing and benefits configuration and application upgrades. Phase 2 is scheduled to go-live August 2025.

TRS Project Phase 3 – Employer Reporting for CT School Districts to the Teachers Retirement Board, along with a new Teacher's Retirement Portal. Go-live date is still to be determined.

### **OCl**

The Office of the State Comptroller continued to develop and enhance its Oracle Cloud Tenant Infrastructure. Ashburn VA continues to host the main production Core-CT applications and the development, test, and disaster recovery infrastructure is deployed in the Phoenix AZ region. Monthly patching schedules for Linux, Windows



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

operating systems, Exadata infrastructure and Oracle databases, and the Weblogic and Java components of the PeopleSoft application are established.

OSC continued to host and support the STARS application and databases in the Oracle Cloud Infrastructure.

The scalability of the cloud continues to allow OSC to add server, storage or database resources as project needs grow and will allow us scale down these resources at the completion of the project or as business requirements change. The OCI infrastructure is successfully supporting the concurrent application upgrade, TRS and PeopleSoft enhancement projects.

### Other

The Office of the State Comptroller transitioned all Windows systems to Windows 11 over the past year.

## Digital Government

List of Online Services Available:

- OpenConnecticut: Open Connecticut centralizes state financial information to make it easier to follow state dollars, find out where deficits or surpluses come from, find out how much was paid for a particular vendor or program and to project what to expect in future years.
- Care Compass: This is an online employee health navigator tool which can be used to find answers to employee benefit questions, find doctors/providers and earn incentives for certain medical procedures.
- CTHEP (Health Enhancement Program): Employee health enhancement program web site where employees can track their compliance with a statewide wellness program.
- MyCTSAVINGS CTHEP - helps employers offer a great new benefit and provides a seamless way for employees to save and plan for retirement
- Hartford Flood Relief & Compensation Programs
- ArrayRx – Medication and Prescription Drug Savings Program



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Comptroller Web site osc.ct.gov continues to be hosted in AWS and is deployed on WordPress.

List of Online Services Requested by Constituents:

- None

List of Online Services Planned to be made available:

- Enhanced Retiree Portal
- New Teachers Retirement Portal

### Planned Applications

- Transition to Helix for Help Desk support

### Planned Artificial Intelligence Use Cases

- Explore the use of AI to improve Core-CT processes for:
  - Help Desk – OSC would like to leverage AI to index and search our existing knowledge base, job aids and documentation as a way to assist with accurate and efficient issue resolution.
  - Documentation – Core-CT Change Management Team would like to use AI to standardize and streamline the training and support documentation, as well as summarize training, record FAQs, and assist with the facilitation of training.
  - Analysis – Core-CT Development Team would like to use AI to document solution requirements and enhance the develop and testing of PeopleSoft code and technical solutions.

### FY 2026 Technology Budget

OSC 's technology budget is \$6.6M for cloud services and the licensing and maintenance costs associated with Core-CT, \$3M for Teachers Retirement System and \$2.5M for the UKG Pro Workforce Management conversion and upgrade.

Outline a plan for technology spend from all sources:

Hardware- Continue to address new hardware requirements with IaaS deployments in Oracle Cloud and AWS.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Software – Continue existing PeopleSoft and STARS licensing; Implement additional forms capability and Multi Factor Authentication capability.

Services (consulting) – Continue to contract technical talent via Covendis; Continue to utilize Accenture implementation services and supplemental support services; PSPA for Retirement and Pension software development and enhancements.

Subscriptions

Telecom and Data – Continue to utilize Connecticut Education Network (CEN) for private connections to Oracle Cloud

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Oracle Cloud Infrastructure Services
- Core-CT Modernization Project PeopleSoft - Enhancements
- Teachers Retirement System Conversion to Core-CT
- UKG Pro Workforce Management upgrade Project
- Multifactor Authentication Role-out for Core-CT
- Transition Core-CT support Web Site to the DAS/BITS Sitecore platform
- E-Benefits and health plan audit integration to FileNet



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Office of the State Treasurer

#### Mission

To serve as the finest Treasurer's Office in the nation through effective management of public resources, high standards of professionalism and integrity, and expansion of opportunity for the citizens and businesses of Connecticut by supplying services that:

- Provide high-quality and responsive enterprise information services and systems using up-to-date technology.
- Provide a reliable, cost-effective combination of in-house and vendor-provided equipment and software that supports the Treasury's responsibilities.
- Provide adequate support and training for Treasury operational staff.
- Plan for business continuity in the event of outages or unplanned disruptions.

#### Technology Strategy

Support agency divisions and programs in the delivery of Treasury services and information to constituents through cost-effective, innovative, transparent, reliable, and secure technology. This can be done by:

- Improving IT efficiencies.
- Reducing infrastructure complexity.
- Increasing the use of enterprise and shared applications. Leverage shared services across government agencies, offices, and divisions to increase value-added benefits while eliminating unnecessary duplication and reducing costs.
- Updating or replacing old legacy programs as needed.
- Working with DAS/BITS on innovative solutions.
- Working with third party sources that can provide efficient, secure, cost-effective services.
- The agency recognizes its responsibilities for the use and disposal of software assets in compliance with Chapter 5 of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

##### Agency Infrastructure and Continuous Improvement

- Municipal Trust account management system
  - The MuniTrust program operating in the Short-Term Investment Fund unit requires an application to store account, contact, and banking information. This system will also be the framework for future applications.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Second Injury Fund Application
  - Development of new features and usability improvements.
- The agency continues to diligently maintain a comprehensive disaster recovery plan.
- Maintain a diverse set of hardware and devices – a mix of Windows, iPhones and iPad devices configured to work remotely with shared calendars and Exchange email access.
- Maintain and create pages for [Treasurer Erick Russell's website](#).
- Continue to provide desktop and user support and support the technology needs of teleworking.
- Purchased, imaged, installed, and configured 25% of staff with new desktop or laptop computers as part of an ongoing technology refresh plan.
- Resolution of audit findings including systems documentation and physical data security requirements.

### Digital Government

#### Online Services Available:

- [Office of the State Treasurer Website](#) – The Treasurer's website has information used by businesses, government, Connecticut towns and citizens.
- [The Big List](#) - In Connecticut, the Office of State Treasurer collects and safeguards money and other valuables which have been unclaimed by Connecticut residents. The Big List provides people with an online search for their unclaimed property and information to retrieve it.
- [STIF Express](#) - The Treasurer's Short-Term Investment Fund (STIF) is a Standard & Poor's AAAM rated investment pool of high-quality, short term money market instruments managed by the Pension Fund Management Division. Created in 1972, STIF serves as an investment vehicle for the operating cash of the State Treasury, state agencies and authorities, municipalities, and other political subdivisions of the State. STIF Express gives online access to the customer's account.
- [Connecticut Higher Education Trust](#) - CHET is a tax-advantaged, low-cost savings program specifically designed to help families save for future college costs. The funds can be used at accredited colleges and universities across the country, including vocational and technical schools, and some colleges abroad.
- [Buy CT Bonds](#) - is a website that provides interested investors with information on State of Connecticut bonds when they are offered for sale to the public. This website is used in advertising (print, digital and radio) when bonds are offered for sale.





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Included in this site: Information on the State (economic, geographic, credit, etc.); information on the bonds being offered for sale (terms, maturity dates, security, broker phone numbers).

- [CT Baby Bonds](#) - CT Baby Bonds is a long-term investment in Connecticut families and communities. It will address generational poverty by giving families opportunities to build wealth while investing funds directly back into the community through homeownership, small business creation, and other means.
- [Information Reporting for Potential Vendors](#) - Vendors and prospective vendors of the Office of the Treasurer are required to complete the Employer Information Report via an online platform.
- [Treasury Employee Portal](#) - Intranet site providing a single location for day-to-day employee information needs.
- Online forms and documents provide informative and efficient services required by vendors and constituents.
- Online state banking and investor services for financial advisors, underwriters, and bond counsels.

### Future Online Services Plans:

- Self-service lookup for CT Baby Bonds enrollees to confirm participation in the program.

### Planned Applications

- Short-Term Investment Fund system replacement. The MS Access-based order management system is transitioning to a hosted application. This application leverages the framework built for MuniTrust. Order submissions will be compatible with the bank's automated system to eliminate manual entries and opportunities for errors.
- Avaya One-X softphone implementation to streamline phone communications to telework locations.
- Debt Management System update
  - The Debt Management System (DMS) application which relies upon legacy technology is being upgraded to new COTS software hosted in the cloud.
- Continue to update legacy programs.
- Cloud cost management and forecasting.
- Continue to improve disaster recovery with support from BITS.
- Update end-user systems to Windows 11.
- Improve hybrid capabilities by expanding our portfolio of remote work technologies.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Implement Microsoft Office 365 features to improve efficiency.
- Improve and manage OTT IT infrastructure at 165 Capitol Ave. including: phone system, agency hardware, conference, and remote services, hardware-software purchases, configurations, and maintenance.
- Manage and support the divisional OTT websites.
- Provide proper disaster recovery support and re-evaluate disaster recovery plans, as needed.
- Continue to roll out and improve digital government services.

### Planned Artificial Intelligence Use Cases

- Enable Microsoft Copilot to reduce repetitive tasks and allow agency staff to focus on value-adding work.
- Continue to investigate opportunities to leverage artificial intelligence in OTT business operations.

### FY 2026 Technology Budget

#### Hardware

- IT Equipment updates and replacements - \$54,000
- Conference Room Technology Upgrades - \$70,000

#### Software

- Software Licenses - \$67,500
- Subscriptions - \$9,500

### FY 2026 Technology Major Expenditures

- Second Injury Fund application upgrades - \$280,000



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Office of Workforce Strategy

#### Mission

The Office of Workforce Strategy (OWS) is an executive branch agency that serves as the administrative staff to the Governor's Workforce Council (GWC), APO'd (Administrative Purposes Only) to DECD.

Our vision is for every Connecticut resident to have access to a meaningful career pathway and the support needed to fulfill their aspirations and for every Connecticut business to have access to a skilled workforce.

Our mission is to build the systems, teams, and approaches that will make Connecticut a talent environment that attracts and motivates students, career builders, and companies alike.

#### Technology Strategy

Technology support is provided by the Department of Economic and Community Development (DECD) IT staff, now included in BITS IT optimization. Their role is to assist the OWS in achieving its goals through technology.

OWS recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

OWS is also fully supported by a Customer Success Manager, James Mindek.

#### Technology Achievements in Prior Year

- Employee Onboarding: Onboarded several new durational and permanent employees while working with DECD IT's support to facilitate equipment transfers. Presently, all permanent and durational roles are filled.
- Office Location: Moved to a permanent office location at 450 Capitol Avenue, Hartford, CT
- Collaboration & Secure Data Sharing
  - Established an Axway SFTP client for secure file transfers; worked with DAS-BITS Database Administrator to create a secure server at the State Data Center that holds grantee data
  - Created a private OWS SharePoint for cloud collaboration
  - OWS's Disaster Recovery Plan embed into ECD's
  - Completed transfer of assets from OTG to ECD/OWS in CORE-CT
- General Office



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Avaya soft phones assigned to each employee
- VPN domain created for office
- CoreView Tenant for OWS address book listings
- New website developed portal.ct.gov/OWS, in place of the GWC-focused one
- Secured IT CEPF Funds for 10 new laptop setups; Deployed 3 new laptops and recycling old ones for other uses in office

### Digital Government

#### List of Online Services Available:

- Office of Workforce Strategy: portal.ct.gov/OWS
- CareerConneCT Portal: portal.ct.gov/CareerConneCT
- Jobs Service: jobs.ct.gov

#### List of Online Services Requested by Constituents:

- Grants Management System (GMS)
- Customer/Constituent Relations Manager (CRM) to manage potential subrecipients (Grant Recipients) and OWS/GWC Stakeholders
- Project Management software for OWS and GWC Stakeholders
- AI use for OWS

#### List of Online Services Planned to be made available:

- Supporting BITS SSO statewide
- Supporting Secure File Transfers to OPM's DataLink Azure Environment, aligned to strategic workforce data goals

### Planned Activities for FY26

- OWS IT Administrative Improvements
  - Procure video equipment needed for hybrid meetings
  - Transfer OWS phone lines to Teams Lines
  - Continue to deploy new laptops and replace/recycle old laptops
  - Complete OWS renovation at 450 Capitol for 6 additional cubicles, DECD IT to support
  - Reorganize Team's Teams for more strategic use at OWS
  - Create, if necessary, SharePoint site
- Website Improvements
  - Continuing to improve agency-focused Sitecore website (portal.ct.gov/ows) that connects the Governor's Workforce Council to our central office
  - Continuing to improve and make upgrades to Jobs.CT.gov



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Planned Artificial Intelligence Use Cases

- OWS would like to explore internal AI use
- OWS would like to explore how AI will be used in Industry

### Planned Data Use Cases

- Improve CT's Workforce Data Collection
  - Work collaboratively with BITS on statewide Workforce Data
  - Work collaboratively with BITS and OPM on workforce Dashboards and Reporting
  - Work with OPM, DOL, and Regional Workforce Development Boards on secure file transfers for workforce data, pursuant to [PA 25-119](#)

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

*All costs outlined below are under OWS General Fund or WIOA annual allocations*

<b>Hardware</b>	• OWL (or similar video-conferencing hardware)	\$2,000
<b>Software &amp; Subscriptions</b>	• Adobe Pro Licenses, subscription, approx. \$150/user/year	\$3,000
<b>Software &amp; Subscriptions</b>	• WestLaw Licenses	\$5,000
<b>Software &amp; Subscriptions</b>	• Zoom licenses with large meeting tack on	\$1,650
<b>Software &amp; Subscriptions</b>	• ARC-GIS (no current licenses)	\$5,000
<b>Software &amp; Subscriptions</b>	• Lightcast subscription, 2x users annually	TBD
<b>Software &amp; Subscriptions</b>	• Campaign Monitor	\$0
<b>Telecom and Data</b>	• Cell phones x7	\$6,000
<b>Telecom and Data</b>	• Annual Printer Lease	\$4,500
<b>Telecom and Data</b>	• RightFax	\$240
<b>Telecom and Data</b>	• Teams Phone Lines (a switch from Avaya soft phones)	\$1,620
<b>Other</b>	• Supplies (printer paper, ink, etc.)	\$1000
<b>Approximate Annual Total</b>	<b>All Items</b>	<b>~\$30,000</b>

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Exploring Workforce Intake & matching solution on CT website (mimicking Career ConneCT), development and YOY costs



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### State Department of Education

#### Mission

To utilize technology in support of the Connecticut State Department of Education's (CSDE) efforts to achieve the goals outlined in the [State Board of Education's Five-Year Comprehensive Plan](#) and support CSDE's operations in meeting state and federal requirements for the collection and reporting of student, teacher, financial and district data.

#### Technology Strategy

- Provide robust, secure and streamlined application services to the department, local and regional school districts, charter schools and Regional Educational Service Centers. This will allow for accurate, timely and secure data collection, processing and reporting.
- Implement best practices for project management, hardware/software life cycle management, and application development and maintenance.
- Implement best practices regarding risk mitigation plans, disaster recovery, and business continuity planning.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

#### Technology Achievements

##### Applications

- Supported ongoing maintenance and implementation of several data collection applications to support agency priorities (e.g., Public School Information System (PSIS), Directory Manager, Education Finance System, Teacher Certification, Educator Data System, special education, teacher-course-student including student achievement module, discipline, physical fitness)
- Implemented a digitized and automated solution for the Commissioner's approval workflow replacing paper forms, using MS Power Platform solution that integrates with SDE agency SharePoint – currently being piloted by the Performance Office
- Continued to use the PSIS system to support collecting address and monthly attendance from school districts, separately for remote and in-person days. Attendance data also supports the agency and districts to monitor and support greater student engagement, including combating chronic absenteeism



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Continued implementation of the Direct Certification (including SNAP, TANF/TFA, Medicaid, Foster Care) application and utilized Direct Certification and PSIS eligibility data to partner with the Department of Social Services for the provision of Summer EBT benefits to families
- Successfully automated student rostering for statewide summative assessments (e.g., Smarter Balanced, LAS Links, DESSA – SEL assessment, CT-Special Education Data System) with multiple online vendors.
- Implementing changes in PSIS, SEDAC, and other systems to make CT-SEDS the authoritative source of student special education status
- Designed and started implementation of the CT Cohort Verification System that supports federal reporting of on-time graduation rates
- Revised the ED-159 data collection to support student address collection needed for Summer EBT
- Continued implementation of cloud-hosted SaaS adult education system, electronic grants management system (eGMS), Regional School Choice Office (RSCO) school choice lottery system, and special education IEP system (CT-SEDS)
- Began design of a new cloud-hosted replacement to the CECS teacher certification in-house application
- Continued attempts with Microsoft for the cloud migration (Azure) of the entire data collection environment
- Started migration of applications out of the SYS domain to the APPS domain

### Operations

- Supported continued implementation and expansion of O365 system
- Provided ongoing continued support for remote or hybrid work
- Implemented hardware life cycle management for CSDE users
- Continued migration of CSDE servers from CSDE-managed to BITS-managed environments including transition from Hyper-V to VMWare
- Continued upgrading and monitoring off-site disaster recovery storage systems
- Continued planning for replacement of agency Footprints ticketing system with BMC Helix
- Continued upgrading all Windows devices to Windows 11
- Upgraded all cell phones to iPhone 13-14
- Completed cisco anywhere conversion from RSA to MFA
- Implemented MFA solution for state level Data Warehouse users
- Coordinated Apache upgrade for Linux Data Warehouse servers



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Implemented Adobe upgrade to an on-line version
- Implemented iTunes devices to comply with state security requirements

### Digital Government

#### List of Online Services Available:

- EdSight – Education Data Warehouse (public and secure)
- Educator Certification (CECS)
- Multiple Data Collection Applications (students, educators, facilities and finance)
- Regional School Choice Application and Lottery System (Blenderbox)
- Health and Nutrition Services – Direct Certification
- Online Assessment Testing (AIR-TIDE, DRC-Insight, DESSA-SEL)
- Consolidated Grant Application for Federal Title grants (LinQ - eGMS)
- CT-SEDS – CT Special Education Data System (PCG)
- Colyar-school meals claims application
- LACES-Adult Education (LACES/LitPro)
- Special Education Jobs Portal

#### List of Online Services Requested by Constituents:

- All of the above.

#### List of Online Services Planned to be made available:

- Agency public website (<https://portal.ct.gov>) modernization per BITS schedule

### Planned Applications

- Work to modernize customer-facing data collection portals to create a seamless, intuitive entry point to simplify access and elevate the overall experience for our end users
- Continue migration of applications out of the SYS domain to the APPS domain until an Azure migration is implemented
- Work with BITS to design and begin implementation of a strategy to eliminate reliance on eDirectory and the NetIQ Access Manager for user authentication in many data collections
- For existing legacy applications and infrastructure relying on deprecated or end-of-life technologies, we are pursuing a dual-track modernization strategy with the end goal of having all applications compliant with Azure / AWS to support migration to the cloud:





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

either (1) rewriting components using modern frameworks, or (2) migrating business functionality into existing or newly built applications

- Complete changes to PSIS and other relevant data collections to make CT-SEDS the authoritative source of student special education status
- Fully develop and implement the Connecticut Cohort Verification System for collection graduation documentation for the on-time graduation rate
- Expand the Student Achievement Module in TCS to support Industry-Recognized Credentials (currently supports Seal of Biliteracy).
- Replace Footprints with BMC Helix
- Redesign and migrate the public facing portal ([portal.ct.gov/sde](http://portal.ct.gov/sde)) to a modern, user-friendly digital platform that improves accessibility and helps visitors quickly find the information they need

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware: \$ 748,000
- Software: \$ 165,000
- Services (consulting): \$2,200,000
- Subscriptions: \$ 220,000
- Telecom and Data: \$ 33,000

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Continued support of all existing applications (e.g., EdSight/SAS, educator certification, School Interoperability Framework (LoopData and ESP), LINQ eGrants, Colyar, assessment platforms (Cambium, DRC, Aperture), LACES-adult education (LitPro), CT-SEDS (PCG), RSCO Lottery (Blenderbox)
- Migrate existing data collection applications to Azure cloud
- Within current resource constraints, attempt to update legacy applications



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### State Elections Enforcement Commission

#### Agency Mission

The Commission was established in the post-Watergate era of 1974 as an independent agency in the executive branch of state government, to enforce and ensure compliance with laws pertaining to state and local elections, primaries and referenda. In 2005, its mission was expanded to include the administration of the Citizens' Election Program, Connecticut's public financing program. Following federal court decisions in 2010, its mission was again expanded to include providing transparency and disclosure for the now unlimited independent expenditures from all persons, including corporation and SuperPACs. The Commission is comprised of 5 members and is bi-partisan in composition. The Commission's goal is to prevent violations from occurring by ensuring that those who require advice obtain it in a timely manner and to improve and maintain the confidence of the people of Connecticut in the electoral process and the officials involved in that process.

#### Technology Strategy

The Information Technology Unit provides a wide range of consultation, training, management and technical support services to a geographically dispersed population located throughout the State. eCRIS support services are also provided to our customers in the State Legislature as well as Treasurers and Legislators throughout the State.

Historically, the agency has taken a tactical approach in meeting the needs of its customers. A number of internally developed systems have been built to serve a single purpose and a single set of users; many of which are proprietary and use complex data storage and application development technology. These critical systems still have a great deal of value and have the necessary design flexibility to accommodate change rapidly (e.g., enhancements due to state mandates) and the systems can be difficult to adapt to sharing information or services.

Over the next biennium, the IT organization will transition out of its normal mode of setting tactical priorities by taking a more proactive approach to manage priorities at the strategic level. IT will not only focus on delivering quality services to our customer base but will establish a clear linkage to the SEEC's information integration business strategies. Ongoing plans will include implementing IT strategies that focus on the following management priorities:

- Recruiting and training a new Information Technology Manager.
- Recruiting, developing and retaining IT staff for the Future
- Information design and management (includes succession planning)
- Delivering services that align with agency business strategies



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Delivering projects that enable agency growth
- Process design and management (includes IT governance)
- Partnering with BITS to Optimize Enterprise IT
- Technology infrastructure and Enhanced Cyber Security hardening
- Further elimination of paper filings by mandating the use of eCRIS
- Further elimination or reduction of Agency over dependence on paper.

In 2025 - 2026, SEEC IT will continue its partnership with business stakeholders to assess the agency's technology needs by researching existing and future conditions of the SEEC and branched out to consider technologies that are used in other State agencies locally and nationwide.

The IT organization continuously seeks to understand how the business works and must examine how to employ these new technologies. To do this, we must be appropriately staffed to accommodate ongoing development needs and increased solicitations for exemplary service.

When practical SEEC complies with the BITS application development and infrastructure domain standards. Preference is always given to strategic standards and products. As opportunities arise, efforts to migrate obsolete and transitional standards and products to an enterprise solution are made.

### Technology Achievements

- Further modernized our public web portal, making it more compatible with newer browsers and easier to navigate
- Further developed new framework database views to facilitate rapid report development in support of our internal business customers.
- Made many enhancements and added new reports to Committee Tracking System (our eCRIS back-office application) to improve the efficiency of compliance and enforcement attorneys, as well as auditors.
- Created many new reports for business to utilize data in Committee Tracking System.
- Rearchitected report stored procedures into views and stored procedures for better reuse.
- Maintained all our in-house applications, monitoring for performance and errors and implemented code modifications as requested by customers.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Supported customers and SEEC staff via the eCRIS helpdesk, SEEC Support and direct contact.
- Completed comprehensive maintenance across all critical servers, ensuring improved reliability and minimized downtime.
- Deployed new PCs and laptops to employees, replacing outdated equipment.
- Created SharePoint portals for each business unit in SEEC.
- Added ability for eCRIS users to pay late fees via credit card.
- Moved source code from Team Foundation Server to GitHub.

### Digital Government

The SEEC IT Unit continued active development projects on all in-house systems. This action was necessary to maintain the flow of information and online application infrastructure to the eCRIS customer base. All the critical system enhancement requests were completed and put into production with little or no down time impacting our customers.

The Applications Development group completed all approved work assignments on development/ enhancement projects assigned. Successful completion of these projects allowed IT to shift its focus to additional enhancement and workflow activities:

- Continuous use and monitoring of CrowdStrike on all Compute devices
- Continue to update browser support for cross platform functionality and usability.
- Update / Upgrade the Microsoft SQL Servers to latest versions.
- Renewal of Software licenses and support tools.
- Renewal of hardware maintenance contracts to support all platforms.
- Partnering with BITS and SOTS on Cyber Security initiatives for upcoming Election cycles
- Continuous monitoring of SEEC Enterprise systems and applications with Tenable I/O.
- Updating of SEEC Web pages to new portal technology.
- Maintained Secured Login using multi-factor authentication on all workstations.
- Continued to enhance CTS App with enforcement tabs and milestone tracking.
- The upgrade of .Net Development tools and all our projects to the current level.

### ***On line Service***

- Virtual Commission meetings continue to be held with WebEx and broadcast live to YouTube.
- Expanded Staff use of Teams and O365 collaboration tools.
- eCRIS Online Filing System Member updates



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- eCRIS Document search
- Continuous updates to portal information and content.
- Updated State Contractor Contribution Ban System
- Updates and refresh of Commission Decisions and minutes
- Online Registration Forms refresh
- Updates to Guides and Publications
- Additional new Training Videos as requested.
- FAQ's
- Enhanced financial disclosure alerts to users and SEEC staff.

### ***On line Service Requested by Constituents***

- Document upload and collaboration for CEP Candidates.
- Enhanced e-Alerts for Financial Disclosure Statements
- Enhanced document and filing search.
- Additional campaign finance data downloads
- Updated Training Videos spanning all services.

### ***On line Service Planned to be made available:***

- Use of SharePoint for external customer data uploads.
- Additional Training Videos spanning all services.
- Enhanced document and filing search.
- Enhanced data integration with 3<sup>rd</sup> party vendors

### **Planned Applications**

- Partner with BITS to transition out of GDC and update virtual machine platform
- Partner with BITS to implement Microsoft System Control Center.
- Continue to update and refine IT Policies/Guidelines
- Perform eCRIS updates to support external customers.
- Perform CTS updates as required by internal customers.
- Perform SEEC Support updates as required by internal customers.
- Document, implement, monitor and measure Technology usage.
- Update SOP's for eCRIS Helpdesk, Desktop, Network/Server Support
- Update SEEC Desktop Configuration Standards and guidelines
- Update Network/Server Configuration Standards and guidelines
- Server vulnerability, assessment, and continued remediation for future election cycles.
- State Contractor Contribution Ban System overhaul.
- Implement changes required by Public Act 25-26
- Implement new reporting required by SEEC Commissioners.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Training of new IT staff in preparation for planned retirements.
- Update all server operating systems to current version.
- Update all SQL Server instances to current version.

### Planned Artificial Intelligence Use Cases

- Research how we could leverage GitHub COPILOT to assist with application development.
- Research how we could leverage AI based ad hoc report generators to assist with business functions and to satisfy FOI requests.
- Continue to update and refine IT Policies/Guidelines to incorporate responsible use of AI.

### FY 2026 Technology Budget

Limited financial resources will only allow the Information Technology Unit to make small scale procurements to continue operations with limited staff and resources.

Software Platforms: SEEC is planning to move server environment to BITS cloud.

Consulting Services: Infrastructure Revamp will include consulting in the procurement process.

Hardware: Server Infrastructure Hardware refresh (move to BITS Environment to secure all of SEEC's critical infrastructure)

- Renewal of Maintenance Contracts
- Renewal of utility software licenses
- Renewal of software licenses for development

### FY 2026 Technology Major Expenditures

Procurement of additional Laptops, docking stations and Surface Pro's for all Agency Staff and Commission members for Telework and increased productivity and to retire aging desktop computers. SEEC also plans a major server environment upgrade as well as a potential eCRIS upgrade/rewrite.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Teachers' Retirement Board

#### Mission

- The Mission of the CT Teachers' Retirement Board is to administer the CT Teachers' Retirement System.

#### Technology Strategy

- Provide applications and services which enhance the agency's ability to serve members of the Connecticut Teachers' Retirement System (CTRS) while streamlining administrative processes and enhancing the efficiency of the CT Teachers' Retirement Board (CTRB).
- Transition to CORE-CT to provide members with a self-service experience in which they can manage their own accounts.
- The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <https://osc.ct.gov/manual/property-control-manual/>.

#### Technology Achievements

- Implemented Benefit Notification Center for retired members to request copies of any of their monthly benefit notification forms (going back to 2018) to be emailed to them.
- Created the Self Service Center page to be a hub of all our major self-service tools for members. This includes the Annual Statement Center, 1099R Statement Center, and the Benefit Notification Center. The page can be easily expanded to add more services as they are developed.
- Finished dress rehearsal for phase two of the CORE-CT migration project.
  - Phase two planned go live date of August 4<sup>th</sup> 2025.
  - Payroll and reporting is included in this phase. This will automate many of the manual steps from payroll in Pension Gold.
  - Started design of phase three which will include health insurance and employer self service tools.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Digital Government

#### List of Online Services Available:

- Website with latest news, policies, procedures, and fillable forms.
- Facebook and LinkedIn feeds
- Benefit Estimator, Service Credit Cost Estimator, Retirement Overview.
- Benefit Notification Center for retired members to request copies of their monthly benefit statements.
- 1099R Statement Center for retired members to request copies of their yearly tax statements.
- Annual Statement Center for active and inactive members to request copies and report statement errors.
- Procedure manuals for use of Local Boards of Education.
- Health Insurance Webinars for retirees approaching age 65.
- Training Webinars for Local Boards of Education.

#### List of Online Services Requested by Constituents:

- A Pension System that provides School Districts and members of the pension system the online access to manage demographic, beneficiary, and banking information.

#### List of Online Services Planned to be made available:

- Online access for members, school districts and staff to the Pension System by migrating to CORE-CT.
- Self-service capabilities for school districts and members of the Pension System.
- Implement Chat Bot to virtually assist members with FAQs.

### Planned Applications

- Migrate to CORE-CT for Pension Administration.

### Planned Artificial Intelligence Use Cases





# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Zoom Webinar AI Transcriptions

### Planned Data Use Cases

N/A

### FY 2026 Technology Budget

Outline a plan for technology spend from all sources:

#### Hardware

- New Laptops \$12,800

#### Software

- M365 \$7,072
- Oracle \$10,600

#### Services (consulting)

- Server warranty renewal \$1,400

#### Subscriptions

- Webinar Services \$2,200
- People finder Service \$2,000
- Death Reporting \$5,000
- SendGrid \$1,225

Telecom and Data \$30,000

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- N/A



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Workers' Compensation Commission

#### Mission

The Workers' Compensation Commission (WCC) administers the workers' compensation laws of the State of Connecticut with the goal of ensuring that workers injured on the job receive prompt payment of wage loss benefits and appropriate medical treatment. To this end, the Commission approves voluntary agreements, adjudicates disputes, issues findings and awards, hears and rules on appeals, and closes out pending cases through full and final stipulated agreements.

#### Technology Strategy

The role of the IT department at WCC, now included in BITS as part of IT optimization, is to assist the Workers' Compensation Commission in administering the workers' compensation laws of the State by improving the efficiency and effectiveness of processes through automation.

The agency recognizes its responsibilities for the use and disposal of software assets in compliance with chapter five of the Property Control Manual as found at [PROPERTY-CONTROL-MANUAL-01-2025-printable-version-w-page-numbers.pdf](#).

#### Technology Achievements

- Completed an agency-wide technology refresh to provide updated PCs and laptops, monitors and peripherals to all staff at all office locations, including the deployment of Windows 11 to all of these machines
- Additional backup PCs deployed to each district from reimaged older spares to enable quick "hot swapping" if issues arise
- Completed replacement of all Wide Area Network (WAN) Edge routers in coordination with BITS network team to ensure these are current and supported
- Began Uninterruptable Power Supply (UPS) deployments to district server rooms
- New upgraded envelope printers installed at all districts and the Oak Street Chairperson's office
- Deployment of Adobe Acrobat DC Pro installations using the current subscription-based model
- Helpdesk ticketing system (Helix) enabled for end user issue/request submission and tracking



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Continued effort to migrate First Report of Injury (FRI) system from an unsupported server operating system version to a current supported version
- Began the to rewrite WCC Public Access tool on Microsoft Power Platform to provide a modern web interface to lookup case-related public information
- All of WCC's Managerial PARS reviews have been completed using a new automated method created through Microsoft Power Automate
- Implemented CT tax changes into the Rate Tables
- Streamlined the Rate Table Process, enabling WCC personnel to execute agency steps without requiring IT intervention
- Continued digitization of archive and operational documents
- Implemented an internal agency Intranet site built on SharePoint to provide quick and easy access to agency resources for all staff
- Migrated the Safety and Health application from a Sybase database backend to SQL for improved supportability and to leverage more mainstream technologies
- Established DCJ remote access to the WCS application to reduce effort of system maintenance and simplify access
- Maintained WCS with no downtime to agency users due to system issues
- Incorporated requested improvements into the WCS application including:
  - Expanded Judge Notes on hearing summary
  - Added increased validation for claim numbers in reporting
  - Further enhanced claim transfer validations
  - Modified an issue with interested parties during claim combine
  - Daily monitoring of quality of WCS data with daily system integrity checks
  - Updated thousands of records to properly identify state employers
  - Cleaned up thousands of duplicate employers, attorneys, insurers
  - Numerous FOI reports
  - Weekly DAS statistical reporting, duplicate claim report, etc.
  - Sybase to MS SQL conversion development
    - Altered data model to support SQL
    - Created/Modified 2000+ stored procedures to meet SQL standards
      - Resolved unqualified joins
      - Fixed 'order by' ordinal
      - Removed deprecated data types
      - Resolved row count issues
      - Eliminated references to undocumented system tables
      - Deleted unused/obsolete stored procs



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

- Modified 300+ triggers
- Modified/Enhanced PB objects
  - 125 data windows
  - 86 Windows
  - 113 User objects
  - 8 menus
  - 2 global functions
  - Re-engineer Word templates
- Removed all instream SQL from WCS apps Converted to Stored Procedures
- Cleaned up transaction logic to meet SQL standards
- Re-wrote login process using Windows authentication

### Digital Government

#### List of Online Services Available:

- Submission of First Reports of Injury (FRI). FRIs may be entered through a web interface, or in bulk via an EDI interface.
- Query of employer claim location information. This service enables employees to determine where to file their workers' compensation claim if designated by their employer.
- Coverage Verification Service (CVS). This service enables users to quickly see if a business operating in the State of Connecticut has workers' compensation insurance coverage.
- Documentation of Workers' Compensation Statutes & Regulations and Compensation Review Board (CRB) Opinions & Annotations.

#### List of Online Services Requested by Constituents:

- Enhanced capability to query claims status and dockets online
- Electronic forms submission

#### List of Online Services Planned to be made available:

- Enhanced capability to query claims status and dockets online
- Electronic forms submission



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

### Planned Applications

- Complete Uninterruptable Power Supply (UPS) deployments to district server rooms
- Enable voicemail audio file attachments to be emailed to staff as an internal process improvement
- Implement a means to receive electronic submission of certain agency forms from the public via the agency's GovQA portal
- Complete migration of FRI from an unsupported server operating system version to a current supported version
- Begin project to replace FRI system to modernize functionality and include additional features useful to industry users and agency users
- Complete development of a new WCC Public Access tool on Microsoft Power Platform, providing a modern web interface to lookup case-related public information
- Complete the agency's website modernization implementation and ADA accessibility improvements. This will be a benefit in reducing call volume by answering common questions and providing instant information to constituents.
- Continue digitization of archive and operational documents
- Create a web tool providing access to a CRB Opinions repository
- Adopt the state's travel authorization application
- Adopt the state's employee time reporter app for time off requests and approvals
- Complete the migration of several agency systems from a Sybase database backend to a SQL database to reduce expenses and adopt a more mainstream technology with better supportability
- Begin a full re-write of the agency's main system, WCS, on a web-accessible and more easily deployed development platform to save money, leverage a more mainstream technology, and enable additional capabilities and integrations required in the future
- Deploy tablets to Education, Safety and Health Services staff, including a means to electronically enter site visit information to improve efficiency and reduce manual effort in collecting this information

### Planned Artificial Intelligence Use Cases

- Enable Microsoft Copilot for agency staff with a goal of alleviating repetitive tasks, and allowing staff to focus on value-added work

### FY 2026 Technology Budget



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2026

Hardware	\$57,877
Software	\$32,805
Maintenance	\$1,956
Services (consulting)	\$0
Subscriptions	\$0
Telecom and Data	\$107,300

### FY 2026 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- None at this time