Committee Name: <u>Digital Strategy – Digital Delivery sub-committee</u>

Co-Chairs: Ben, Bill, Mike, Omar, Paul

1. **How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?**
   PROBLEM: CT State Agencies and citizens suffer from poorly integrated and silo-ed legacy systems, which means IT spend is not optimized or efficient. Agency heads are not fully able to leverage technology, data and design to improve mission outcomes.
   STRATEGY:
   a. Working with new digital infrastructure recommended in our main submission, empower office of the CIO to coordinate IT investment to achieve economies of scale, system reuse and integration of agency data for insights.[i]
   b. CT should leap forward in digital transformation capability by building a Connecticut Digital Services team.[ii]
   c. Prioritize agile innovation management, including "open by default", agile leadership, and alternative contracting and outsourcing approaches.[iii]

   COLLABORATION:
   d. Leverage the CT Digital Services team across high priority initiatives to support and guide agency staff.[iv]

2. **Which goals are achievable in the first 100 days of the Administration?**
   a. Scale the Enterprise IT Capital Fund – OPM proposing $105M per year FY20; $115 FY21
   b. Establish the Connecticut Digital Services team (no new legislation needed)
   c. Prioritize selection of agency heads and agency staff that value agile innovation management. Ex: require agency heads to demonstrate that they can use new online services before they can go live to ensure digital competency and good user experience.

3. **Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?**
   a. Point 'a.' above is part of the standard legislation the Governor will submit to the legislature in his proposed budget. As such, no net-new legislation is needed, but rather making the Enterprise IT Capital Fund a priority.

4. **Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those?**
   a. Competing priorities of members of the legislature. Key is to demonstrate by centralizing IT, overall capital expenditures will be made more efficient by promoting sharing of resources and systems across agencies as well as better data insights.
   b. Public clouds are the most secure datacenters against physical and cyber-attack. Perceptions to the contrary presents a challenge that can be addressed with facts.

5. **How will implementation of policy in this area create jobs and spur economic growth?**
   a. Centralizing IT has the potential to make our $ go further by reducing duplication, increase sharing as well as create coordinated data systems that can provide insights across multiple agencies that can be used to create jobs and spur economic growth.
   b. "Citizen Advocate" role that Central IT would provide can stimulate economic growth by making government more efficient by identifying areas of red-tape and inefficiency and propose system changes to promote economic and social welfare growth.
   c. Supporting effective digital government platforms will have positive network effects, both in terms of increasing the sophistication of state vendors, as well as making the state more business-friendly.

6. **Are there opportunities for cost savings for CT state government in the context of implementing this policy?**
   a. A key goal of centralizing IT spending is to reduce duplication and generate cost savings, while improving the quality and timeliness of the services they deliver.
   b. With the large wave of IT professional retirements on the horizon, the cloud first approach will enable the state to "do more with less" by brokering and project managing cloud-based systems – especially those with a Software as a Service (SaaS).

7. **What examples of success from other states, countries, or the private sector in this policy area should the Administration study?**
   a. The State of Virginia has adopted a cloud first approach.
   b. 48 states take a centralized IT approve (only 2 are federated like CT)
   c. The U.S., UK, and Canadian governments all have robust Digital Services groups.
   d. The private sector has recognized the value both centralization and cloud use

8. **Are there any other issues/considerations you would like to highlight with regard to this policy area?**
   Attention to Cybersecurity is essential to build on progress to-date. Key priorities are:
   a. Like Delivery overall, the Cybersecurity function needs to be elevated, empowered, resourced, and more centralized. Address resource and skill gaps.
   b. Invest in an enterprise Security Operations Center with better visibility into network and system events across the government, including 24x7 monitoring and response.
   c. The state needs to begin moving toward a risk-based "zero-trust" security model as opposed to traditional perimeter security architecture.
   d. CT needs a more integrated approach to identity management, a foundation of modern security architectures. Currently identity systems are fragmented and siloed.
   e. The state should invest in supporting regional security offices to help enable struggling municipal Cybersecurity efforts.

END NOTES:

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[i] In the January budget request, the Governor can consolidate the anticipated IT spend across the state agencies and direct it to an existing, successful program: Enterprise IT Capital Fund. The Administration should consider allowing cost savings from other IT initiatives accruing to this fund to invest in future modernization efforts, like the Federal MGT Act Working Capital Funds. By directing the IT spend, the state's office of the CIO must become "world class" brokers - experts at identifying who the best vendor is to deliver a set of services pay them to do it. See: "State CIO as Broker" from NASCIO.

[ii] Modeled on the UK GDS, the USDS, and the Canadian DS, the mission of this office is to help government work better for everyone leveraging technology, data, and design. It would have direct support from the Governor/Lt. Governor to ensure that the team is empowered and is also working on critical initiatives for the Administration. It would drive policy creation and adoption of key enablers like "cloud first" (see State of Virginia), as well as "agile first", "default to open" and other elements of a Digital Playbook.

[iii] See Mergel 2014.

[iv] This could include helping each agency develop a 3-year digital transformation plan/roadmap, which would include retaining of existing state IT staff. This plan could include retraining/reorganizing state IT workers into roles that support this centralized and brokered approach to digital delivery.   This could include roles like:

i. "Citizen Advocates" - user experience specialist that take the end-user perspective (single mom, small business owner, state college student, etc...) and drive e2e clarity.
ii. Project Managers - when services are brokered the State needs project management expertise to hold vendors accountable for their contracted delivery goals, etc.
iii. Data Scientists - with systems becoming centralized over time, rich data will be available to enable the State to gain insights into existing services as well as new services to make CT a more attractive place to live and work.