



EXECUTIVE OFFICE OF TECHNOLOGY SERVICES & SECURITY

COMMONWEALTH OF MASSACHUSETTS | 1 ASHBURTON PLACE, 8TH FLOOR, BOSTON, MA 02108

CHARLES D. BAKER
Governor

Curtis M. Wood
Secretary

KARYN E. POLITO
Lieutenant Governor

July 14, 2020

The Honorable Suzanne Bump
State Auditor
State House, Room 230
Boston, MA 02133

Chair Aaron Michlewitz
House Committee on Ways and Means
State House, Room 243
Boston, MA 02133

Chair Danielle Gregoire
Joint Committee on State Administration
and Regulatory Oversight
State House, Room 23
Boston, MA 02133

Chair Michael Rodrigues
Senate Committee on Ways and Means
State House, Room 212
Boston, MA 02133

Chair Marc Pacheco
Joint Committee on State Administration
and Regulatory Oversight
State House, Room 312B
Boston, MA 02133

Dear Auditor Bump, Chair Michlewitz, Chair Rodrigues, Chair Gregoire, and Chair Pacheco:

Pursuant to Chapter 41 of the Acts of 2019, the Executive Office of Technology Services and Security (EOTSS) is pleased to provide you with the enclosed report detailing an account of all IT-related project expenditures over the previous 12-month period.

Due to the June 30th reporting deadline amounts reported in the attached report are actuals through April 30th and forecasts through June 30th since final FY20 numbers will not be known with certainty until after the MMARS Accounts Payable period at the end of August.

In FY20, there were 67 active IT projects across the Commonwealth, representing an investment of almost \$220M. Three Secretariats – Health and Human services, Technology Services and Security and Transportation – account for nearly 80% of investment activity.

Executive Office	Number of projects	Total FY20 investment	% of Total FY20 investment
Health and Human Services	8	\$101,118,053	46%
Technology Services and Security	9	\$38,454,914	18%
Transportation	19	\$32,148,697	15%
Education	3	\$15,978,152	7%
Labor and Workforce Development	9	\$10,805,000	5%
Administration and Finance	5	\$9,444,641	4%
Public Safety and Security	9	\$7,472,202	3%
Energy and Environmental Affairs	4	\$3,738,543	2%
Housing and Economic Development	1	\$430,000	0%
	67	\$219,590,203	100%

FY20 Investment activity (projects >\$250K)

I am grateful for your continued partnership with EOTSS. Please feel free to contact Scott Ahern at Scott.m.ahern@mass.gov should you have any questions about this report.

Sincerely,



Curtis M. Wood

Secretary, Executive Office of Technology Services and Security

Executive Office of Technology Services and Security

Comprehensive Security	\$10,990,000
Funds creation of a more secure IT infrastructure by moving to a singular, modern, secure network for all executive branch agencies.	
Desktop Transformation	\$14,940,000
Supports the ability to deliver government services including supporting remote work locations across the executive branch by implementing Office 365, improving the desktop support service infrastructure and process, and standardizing the procurement of end user hardware.	
Network and Security Redesign	\$4,000,000
Funding to continue the modernization of the Commonwealth's core data networks.	
Interchange Replacement	\$300,000
This project will replace the Commonwealth's legacy file transfer application (Interchange) with up to date software, creating a more transparent, simplified, and cost-effective application to allow all stakeholders to access electronic data files.	
Storage & Data Power	\$4,233,329
The purpose of this project is to fund adequate storage and data powers to maintain high system availability and security for the IT infrastructure in our data centers.	
Cross-Secretariat Contact Center Operations Transformation	\$687,000
Funds standardizing technology platforms and business processes to improve performance and achieve cost savings across over 30 Commonwealth contact centers that provide information, eligibility and access to services, and counseling.	
Mass.Gov Website Enhancements	\$2,500,000
Funds improvements and enhancements to the Commonwealth's website to make government services more accessible to citizens.	
Municipal Property Assessment System CAMA	\$400,000
Funds provision of a state-wide uniform property assessment system for 43 municipalities.	
Telecom Modernization and Optimization	\$404,585
Funds operational, financial, and organizational reforms to optimize telecommunications including account consolidation, moving to electronic billing, centralizing expense management, and leveraging better market rates.	

Executive Office of Housing and Economic Development

Homelessness Data Warehouse	\$430,000
Enhances Department of Housing and Community Development (DHCD) data collection and reporting across programs. In addition, with the passing of the Chapter 235 legislation, there exists a new requirement to publish some of this data on DHCD's website and make it available to the public. This project creates a data warehouse for easy access to Local Housing Authorities and their information.	

Executive Office of Energy and Environmental Affairs

Energy and Environmental Information and Public Access System (EIPAS)

\$977,150

The Energy and Environmental Affairs (EEA) Information and Public Access System (EIPAS) is a Secretariat-wide Information technology modernization project which enables EEA to be more flexible and agile in providing capabilities to drive better public access, information gathering, improved organizational effectiveness and centralized business intelligence, reporting and analytics through the design and development of EEA's next generation technology platform.

Electronic Permit & Licensing

\$1,670,423

This program stems from the directive for an ePermitting solution using an enterprise application platform. Through EEA's alignment to this strategy, this multi-year initiative will consolidate through new business processes and retire hundreds of paper forms and associated manual processes and reduce overall operating costs. The result enables an online permitting solution supporting all Secretariat business units with a quicker speed to market for constituent engagement.

Network Modernization

\$598,659

This multi-year program establishes a standard technology architecture to modernize and secure EEA managed data assets and improve network/telecommunication services across hundreds of EEA locations. The Network Modernization capital project is EEA's initiative for moving sites that are off MAGNet onto MAGNet, the secured, EOTSS-managed network.

Application Rationalization

\$492,311

This program aims to identify our critical legacy application footprint and strategically align to accomplish agency goals. As part of the application rationalization, this program aims at improving upon our agencies' business processes in support of increased efficiency and improved citizen engagement. This initiative identifies, retires, and replaces critical legacy software systems that are operating on end of life platforms. These data-centric application solutions will operate on industry-standard and supportable platforms that enable EEA to manage permitting, licensing, compliance and enforcement activities.

Executive Office of Public Safety and Security

Public Safety Mass Voice Migration

\$3,200,000

This project updates the infrastructure (cabling) within public safety facilities and allows for moving the Telecommunications services, as provided today, from a Capital renewal plan, to an Operational Expense model, by moving to the MassVoice cloud environment.

Criminal Justice Reform - Inmate Data

\$520,000

The Criminal Justice Reform Inmate Data project will preserve and upgrade the commercial off the shelf (COTS) software investments made to meet additional and significant operational and reporting requirements resulting from the Criminal Justice Reform passed into law in 2018. The project will build a centralized warehouse of inmate data extracted from Sheriffs, DOC, and Parole for analytical reporting required by the Criminal Justice Reform Law.

Data Coordination between Criminal Justice and RMV Systems

\$530,000

As part of the ongoing partnership with RMV, EOPSS and the Department of Criminal Justice Information Services (DCJIS) will work with the RMV to complete the migration of CJIS to ATLAS Release 2, provide Post Go-Live ATLAS Release 1 and Release 2 support, establish CJIS Broker Connectivity with the ATLAS Disaster Recovery environment in the Springfield Data Center; and provide suspension, revocation and reinstatement (SRR) notifications to law enforcement agencies.

Public Safety Records and Data System Improvements - AFIS Upgrade	\$701,000
The Automated Fingerprint Identification System (AFIS) Upgrade Project will upgrade the current AFIS to support a computerized criminal history system (CCH).	
Public Safety Records and Data System Improvements - MassCourts DataMart	\$397,000
The MassCourts Data Mart Project will set up an environment for data sharing between the Executive Office of the Trial Court and EOPSS.	
Public Safety Records and Data System Improvements - OneMATCH	\$405,240
The OneMATCH Project will develop and support a criminal history record system.	
Fleet Management Solution with Approved Vendor List	\$743,036
Fleet management solution for MA State Police	
CMTS Upgrade	\$479,166
Upgrades the Chief Medical Examiner's Case Management System.	
National Law Enforcement Telecommunications System XML Migration	\$496,760
The new NLETS standardized XML Mandate requires all messages exchanged between the NLETS system and the CTA message broker be fully tagged documents. The work required for the Commonwealth to meet this mandate will be completed in four phases: (1) Switch CJIS Broker and NLETS Communications to NIEM; (2) Generate Body Content Using NIEM XML Specification; (3) EOPSS Enterprise Applications and Systems; and (4) External Clients.	

Executive Office of Education

EOE Background Records Check	\$6,250,000
Funds changes to uniform infrastructure and data interfaces to allow each agency that performs background checks to do so quickly and efficiently by leveraging the same data and using streamlined processes and automated workflow.	
EOE Integrated Digital Data System	\$5,100,000
The goal of IDDS is to provide the Commonwealth with a secure and cost effective, standards based educational platform and application portfolio that connects data and user experiences across all education agencies, birth to career. Funds development of a secure and modern data repository to provide more timely and useful educational information to educators, administrators, and the public.	

EEC Quality Account-CCDBG	\$4,628,152
----------------------------------	-------------

The Child Care and Development Block Grant (CCDBG) provides subsidies to assist low-income families in obtaining childcare so that parents can work or participate in education or training activities. This project implements new software to upgrade end of life systems to support new federal mandates.

Department of Transportation

Data Collection and Data Analysis for the Drones Program	\$1,239,670
Collect the data that will support incorporating unmanned air vehicles (UAS) into Commonwealth transportation initiatives.	
Active Directory Modernization	\$1,194,610
A prerequisite for The Security Operations Center (SOC) program to primarily focus on establishing and operating a 7x24x365 Security Operations Center (SOC) within MassDOT IT	
Stand up a Security Operations Center	\$1,010,163
The Security Operations Center (SOC) program is primarily focused on establishing and operating a 7x24x365 Security Operations Center (SOC) within MassDOT IT.	
DRONES program	\$773,711
The objective of this project is to continue to iteratively improve and expand on the Data & Information Systems-focused MassDOT Drone Program and the drone-use policy, including privacy, standard operating procedures (SOPS), and checklists to ensure proper handling of sensitive data for drone-related remote sensing data, including stored, and real-time streamed data.	
DCD-contract amendments-phase 1	\$595,293
Phase 1 of the Contract Amendments project extracted the Extra Work Order contract amendment functionality performed in the Highway Districts in the DCD (District Contracts Database) application to the new SAM solution.	
Material Labs (LIMMS) implementation	\$530,317
Deployment of ATSER's COTS solution for the MassDOT Highway team for LIMMS - Laboratory Information Materials Management System for materials testing and reporting.	
DCD-screen consolidation	\$517,402
This project is replacing functionality in the DCD (District Contracts Database) application/databases with a new solution (built into the Site Application Module application).	
DCD-contract amendments-phase 2	\$495,808
Phase 2 of the Contract Amendments project is extracting the remaining contract amendments functionality performed in the District Contracts Database (DCD) application to the new SAM solution.	
OPMI dashboards	\$484,404

The Office of Performance Management and Innovation (OPMI) and its partners have created an interactive management dashboard for key RMV performance metrics.

Win 10 upgrade/desktop replacement	\$472,390
MassDOT Desktop PC upgrade for the machines that were not part of the first waves of upgrades.	
Highway Crash Reporting System Implementation	\$472,075
This is a COTS (Commercial Off The Shelf) solution that provides the Highway Traffic Safety Department with a crash reporting system that will replace their existing crash data repository, providing updated data analysis capabilities both internally to MassDOT and externally to the public through dashboards and portals. It is also an engine for geocoding the location of crashes.	
eConstruction-tablet rollout	\$458,794
Deployment of handheld devices (MS Surfaces) to Construction Engineering and Maintenance personnel in the field to coordinate with the District Contracts Database (DCD) applications modernization.	
Drones mission requests	\$419,308
The Aeronautics Division has embarked on a program to pilot the use of drones for different types of projects.	
Legal case management system implementation	\$349,268
The objective of this project is to procure a COTS (Commercial Off The Shelf) solution for Legal, which centralizes the intake, workflow, tracking and reporting for cases, claims and matters across all practice areas covered by the MassDOT and the MBTA shared Legal services department.	
Backup modernization	\$304,687
Assess & Redefine the frequency and process for server backups at District locations and Boston Office.	
Highway Districts 4 and 5 network switch upgrades	\$293,313
The purpose of this project is to replace the end of life switches at these locations with new network switches	
eApproval-construction transactions	\$268,132
Continue to automate the e-approval Extra Work Order (EWO) process at MassDOT Headquarters and automate other construction transactions	
ATLAS Program	\$22,001,658
Provides business partners with new, modern, and more convenient ways to access and share data with the RMV, allowing for efficient, quick, and reliable ways to conduct business. This program completes in FY21.	
Enterprise Content Management – Feasibility, Integrations, Governance	\$267,695
This investment seeks funding in order to perform a series of procurements related to managing content across MassDOT enterprise needs.	

Executive Office of Labor and Workforce Development

IT Infrastructure for Department of Family Medical Leave	\$2,000,000
Initial setup for Paid Family Medical Leave infrastructure and staffing for project initiation and setup.	
Department of Industrial Accidents CMS Application Cloud Migration and Support	\$400,000
Support and assistance for the Department of Industrial Accidents Cloud migration and re-engineering of the Change Management System and Document Management System applications supporting the Department of Industrial Accidents.	
Department of Career Services Cloud Migration and Optimization	\$1,050,000
Application Architecture and buildout for 11 applications supporting job seekers in Massachusetts.	
Telecom and Data	\$375,000
MassVoice Voice & Data migration requirements.	
UI Online	\$4,750,000
Third party partner to support Department of Unemployment Assistance and UI Online development efforts.	
UI Online - Document management	\$265,000
Provision of Document Management (FileNet) and Scanning & Indexing (Datacap) products and process for use with UI Online.	
Jobseeker Portal	\$750,000
Develops a Job Seeker Portal with job matches, job feeds, Labor Market information and other data from various partners like Department of Unemployment Assistance, Department of Transitional Assistance, etc.	
Develop a Registered Apprenticeship program with Accela	\$610,000
Division of Apprenticeship is transitioning from the MS-Access platform and will continue with platform provider Accela.	
Labor Market Information migration to AWS	\$605,000
Labor Market Information migration to Amazon Web Services (AWS) and business process improvements for publishing Federal Data.	
Executive Office of Administration and Finance	
DOR COMETS HD	\$7,499,384
Implementation of DOR's child support enforcement system. This project includes costs for the integrator (Accenture), IT consultants, Independent Verification and Validation (IV&V) services and the virtual contact center. The funding supports implementation of a secure, user-friendly child support system integrating all child support functions.	
GIC Member Experience Transformation & Modernization	\$445,192
Implementation of Group Insurance Commission's (GIC) Member Experience Transformation Initiative. This project is a result of the GIC's strategic planning process to review the entire range of agency goals and objectives and identify actions to transform and modernize. This project includes costs for implementing Salesforce software and DocuSign products as well as additional configurations/enhancements.	

A&F MBA Application Cloud Migration**\$449,982**

Implementation of A&F's cloud instance of its Massachusetts Budgeting Application (MBA). The MBA supports a web-enabled annual spending plan and next-year budget development process for 156 agencies. This project includes costs for software and implementation.

DCAMM New Program Management Information Solution**\$475,135**

Implementation of DCAMM's e-Builder solution, which is a cloud-based, construction Program Management Information Solution (PMIS). DCAMM's PMIS will collect and use project information through its construction management solutions, which will in turn help project managers plan, execute and close their projects. This project includes costs for software and implementation.

DCAMM CAMIS Expansion**\$574,948**

The current workplace management solution for Commonwealth facilities is Capital Asset Management Information System (CAMIS) which is built on IBM's TRIRIGA platform. This project expands the solution by integrating study and construction data and by adding a new space management module (for accurate occupancy data) and a Facilities Condition Assessment module. This project includes costs for implementation, software and IT consultants.

Executive Office of Health and Human Services

DCF Enterprise Mobility**\$2,245,371**

The DCF Enterprise Mobility Project includes a portfolio of related projects to upgrade and enhance DCF's technology platform to support a modern and increasingly mobile child welfare workforce. This includes activities to promote real time access to view, enter, and analyze information to promote decision making and support the safety, permanency, and well-being of children. The project includes work to migrate DCF's client server-based child welfare information system to a mobile web-based platform called i-FamilyNet. It also includes others activities to promote real time access to information for the DCF workforce, including the expanded use of mobile technologies, social collaboration, online services, and web based management reporting.

Health Insurance Exchange (HIX) Integrated Eligibility System (IES)**\$83,236,304**

The development and implementation of the ACA-compliant health insurance exchange and Medicaid eligibility system, supporting the Health Connector and MassHealth. This project is funded with substantial cost sharing from the federal government.

Tech Refresh Phase II**\$2,742,136**

Replace end of life Sybase Electronic Data Interchange (EDI) translator. The EDI translator gives MassHealth its ability to process claims for the nearly 2 Million members it supports. With better and all new reporting and diagnostic capabilities in the new EDI solution, business processes will be enhanced. As a SaaS service, any agency using EDI will be able to leverage this service and the contract signed with the vendor. The new EDI SaaS solution provides working HIPAA-compliant environments used by several States.

BEACON Modernization**\$3,364,783**

The Benefit Eligibility Access and Control Online Network (BEACON) is the Intake, Eligibility Determination, Benefit Calculation & Case Management system for the Department of Transitional Assistance (DTA). This project is to modernize the presentation layer (pages, views and notices) to run on all EOHHS recommended web browsers and eliminate IE-8 web browser dependency and security vulnerabilities, and to comply with ADA and Section 508 requirements. The project will also re-platform Financial Management Control System (FMCS - Mainframe), DTA's benefits issuance system to process Daily, Cyclical and Retro payments for DTA recipients via Electronic Benefit Transfer (EBT), Checks and Direct Deposits and tracking system for DTA. This will eliminate redundant data processing and avoid missing/delayed payment issuances, reduce development time on BEACON and allow additional changes through enhancement requests.

Early Intervention Information System

\$2,752,004

Early Intervention (EI) is developing a HIPAA compliant, web-based Early Intervention Information System (EIIS) and EI Fiscal System to replace current legacy systems for client, service, and claims information. Early Intervention (EI) is a statewide, integrated, developmental service available to families of children between birth and three years of age.

MMIS Modernization

\$2,245,371

The Massachusetts Medicaid Information System (MMIS) Modernization seeks to improve services for vulnerable populations (such as LTSS and Behavioral Health) and improve member and provider experiences through mobile applications, online self-service options and a provider portal. Automating current manual processes will improve service delivery and make it more efficient and responsive. Continuation of the MassHealth Payment Reform (ACO full implementation) will improve health care quality for Medicaid population and reduce costs by converting the FFS based structure to one of the three types of ACO models and enhance collaboration between traditional health providers and behavioral health providers through the Community Partners program. Implementing LTSS Data Repository and Behavioral Health Redesign will improve services to vulnerable and under-served populations. The technological enhancements to MMIS are following both industry and CMS guidance to leverage existing resources or implement modular resources that are system agnostic. An example is the Business Rules Engine that MMIS has implemented to support the Cost Sharing Initiative.

TMSIS - Phase II

\$1,427,414

The Commonwealth's Transformed Medicaid Statistical Information System (T-MSIS) data will support in-depth CMS analysis of cost and population metrics and provide timely feedback to CMS on Medicaid quality, cost, and usage patterns. This information will be used in developing Medicaid program related delivery enhancements to constituents of the Commonwealth. Complete, accurate and timely information reported by T-MSIS to CMS and the Commonwealth's Data Warehouse will be provided to make better decisions and determinations regarding Medicaid costs and services statewide. Data stored in the EOHHS Data Warehouse and reported by TMSIS to CMS is used by MassHealth, Commonwealth Constituents, CMS and States nationwide to reduce Medicaid costs and improve services statewide. The T-MSIS Common Solution software implemented by the contracted vendor provides a standard reporting solution and is used by many other States nationwide. Also, work and results from the T-MSIS project efforts will be leveraged and carried forward to implement the 837 Post Adjudicated Medicaid Encounter Claims transactions.

Enhanced Analytics

\$3,104,671

Enhanced Analytics will provide an improved and more timely reporting to enable ACOs to forecast financials, improve population health management and be accountable for quality

outcomes. ACOs directly impact 1.2M MassHealth members and their access to programs. This project will replace outdated and near end-of-life data servers which will dramatically improve capacity, availability and performance and enable the Data Warehouse to insource many data, analytic and reporting functions.
