



The Commonwealth of Massachusetts  
Executive Office of Technology Services and Security  
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Secretary / CIO

KIMBERLY DRISCOLL  
Lieutenant Governor

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

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

Chairman Nick Collins  
Joint Committee on State Administration and Regulatory Oversight  
State House Room 312-E  
Boston, MA 02133

State Auditor Diana DiZoglio  
State House Room 230  
Boston, MA 02133

Chairman Antonio Cabral  
Joint Committee on State Administration and Regulatory Oversight  
State House Room 466  
Boston, MA 02133

7/10/2024

Dear Chairs Rodrigues, Michlewitz, Collins, Cabral and Auditor DiZoglio,

Pursuant to Chapter 28 of the Acts of 2023, the Executive Office of Technology Services and Security (EOTSS) is pleased to provide you with the enclosed report detailing an account of IT-related project expenditures over the previous 12-month period.

Due to the reporting deadline, amounts reported in the enclosed report are actuals through June 14, 2024, and forecasts through June 30th since final FY24 numbers will not be known with certainty until after the Massachusetts Management, Accounting and Reporting System (MMARS) Accounts Payable period at the end of August. In FY24, there were 91 active IT projects across the Executive Branch in this cohort, compared with 76 in the prior year - an increase of 20%. In total, \$336M was invested in these projects in FY24, representing an increase of 12% over FY23.

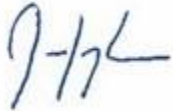
Executive Office	FY24			FY23		
	Number of projects	Investment (\$000s)	% of Total projects	Number of projects	Investment (\$000s)	% of Total projects
Health and Human Services	13	\$157,904	47%	11	\$136,777	45%
Technology Services and Security	9	\$58,939	18%	8	\$43,114	14%
Transportation	21	\$28,663	9%	20	\$27,059	9%
Public Safety and Security	15	\$28,234	8%	16	\$33,592	11%
Labor and Workforce Development	2	\$24,676	7%	1	\$20,186	7%
Education	6	\$18,065	5%	6	\$26,905	9%
Administration and Finance	13	\$7,933	2%	9	\$8,021	3%
Energy and Environmental Affairs	5	\$4,264	1%	4	\$4,885	2%
Veterans' Services	2	\$2,927	1%			
Economic Development	4	\$2,600	1%	1	\$449	0%
Housing & Livable Communities	1	\$1,900	1%			
	91	\$336,105	100%	76	\$300,987	100%

FY24 Investment activity (projects >\$250K)

The Executive Office of Health and Human Services (EOHHS) and The Executive Office of Technology Services and Security (EOTSS) remain the principal investors in IT, accounting for 65% of total investment dollars in FY24 compared with 59% in FY23. In FY24 Executive Office of Veterans' Services, the Executive Office of Housing and Livable Communities, and the Executive Office of Economic Development as new Secretariats.

I am grateful for your continued partnership with EOTSS. Please feel free to contact Christopher Smith at [Christopher.t.smith@mass.gov](mailto:Christopher.t.smith@mass.gov) should you have any questions about this report.

Sincerely,

A handwritten signature in blue ink, appearing to read 'J-Snyder'.

Jason Snyder  
Secretary and Commonwealth Chief Information Officer

## Executive branch information technology projects in FY24

The Executive Office of Technology Services and Security (EOTSS) has collaborated with agencies across state government to improve the delivery of digital services for constituents, schools, businesses, government agencies, and municipalities. EOTSS is focused on modernizing the Commonwealth's Information Technology (IT) landscape while prioritizing security, leveraging technology across multiple agencies, and investing in high-impact projects that can be efficiently supported over their useful lives. In FY24, the focus has been on leveraging investments that modernize our technology infrastructure and networks and strengthen our cybersecurity capabilities, but with a renewed emphasis on improving the delivery of services to citizens and enhancing government performance.

### Citizen-centric

We believe that technology should be used to improve the delivery of government services and make them more accessible to the public. FY24 projects that focus on providing new or better services to citizens and visitors include, but are not limited to: the Employment Modernization and Transformation (EMT), a project sponsored by the Executive Office of Labor and Workforce Development (EOLWD), that is a comprehensive modernization of the state's unemployment system; the Electronic Health Records Modernization (EHR) at the Massachusetts Department of Public Health Hospital System (DPHH) and the Department of Mental Health (DMH); the Massachusetts Health Insurance Exchange (HIX/IES) providing eligibility determination for both Massachusetts' state-based healthcare marketplace ("Health Connector") as well as MassHealth's Modified Adjusted Gross Income (MAGI) Medicaid population; and the Commonwealth-wide Digital Roadmap, a transformational program to provide better ways for citizens to interact with their government.

### Operational Efficiencies

Technology is used to improve the efficiency of government operations. Investments in operational efficiency in FY24 include the Infrastructure and Networks Program at EOTSS to modernize the infrastructure upon which the delivery of government services depends, the Business Enterprise Systems Transformation (BEST) at the Office of the Comptroller, a multi-year program to implement a comprehensive software solution to replace two core enterprise applications (Massachusetts Management, Accounting and Reporting System and Human Resources/Compensation Management System), and the Integrated Digital Data Services (IDDS) at EOE, standardizing all of the data collected by EOE and its agencies, and the Inmate Management System Modernization at the Department of Corrections, to name a sample of funded projects.

### Transparency & Accountability

It is EOTSS' philosophy that technology should be used to improve the transparency and accountability of government. These projects are fundamentally about exploiting data sets to better inform public policy. This includes the CJ360 Cross Tracking System (CJ360) at EOPSS, the Uniform Financial Statements and Independent Auditor's Report (UFR) eFile Replacement at A&F, and the Data Analytics Strategy at Economic Development.

### Cybersecurity

We believe that technology must be used to protect the security and privacy of government information and the personal information of Massachusetts residents. The capital plan maintains funding for the Commonwealth's Security Incident and Event Management (SIEM) capability, which ensures the security of the Commonwealth's networks and information systems by enabling EOTSS to detect, investigate, communicate, and mitigate cyber threats to systems and data. Another critical component of the Commonwealth's cybersecurity framework is EOTSS' Vulnerability Management and Mitigation program. This program helps ensure that EOTSS and state agencies remain vigilant and aware of persistent cyber threats and committed to a continuous and adaptive vulnerability management program to mitigate ever-present threats. The Enterprise Risk Management (ERM) office will continue to mature the risk management process both internally to the Executive Branch and, more broadly, promoting risk awareness across the municipalities.

## **Executive Office of Health and Human Services**

### **Health Insurance Exchange (HIX) Integrated Eligibility System (IES)**

This project supports the development and implementation of the Affordable Care Act (ACA)-compliant health insurance exchange and Medicaid eligibility system, supporting the Health Connector and MassHealth. The HIX/IES system provides the eligibility determination foundation both for Massachusetts' state-based marketplace (the "Connector") as well as MassHealth's (MAGI) Medicaid population, under the provisions of the ACA. The benefits to the Commonwealth include more accurate and timely determination of eligibility for Health Connector and MassHealth programs, continued compliance with federal and state policy and regulation, reduced operational and administrative burden on staff, enhanced capacity for program integrity assessments and audits, and overall improvement in programmatic efficiency. Ultimately this results in better and more cost-effective provisioning of health insurance benefits to residents of the Commonwealth. HIX/IES manages the eligibility of approximately 2 million Commonwealth residents and enables health plan shopping for 300,000 eligible people. In FY24, HIX/IES will begin to integrate with other health department systems, such as the Integrated Eligibility and Enrollment system. **\$59,036,777**

### **Health Records Modernization**

The Department of Public Health (DPH) Hospital Systems and the Department of Mental Health (DMH) must update a 20-year-old health record system. This program replaces the existing legacy solution that does not meet standards for medication management, patient care and safety and is not positioned to meet the federal Office of the National Coordinator (ONC) CURES Act requirements that healthcare providers and payers give patients access to electronic healthcare records without delay or expense. It funds efforts towards a consolidated Electronic Health Record (EHR) for inpatient services. Since the implementation of MediTech over a decade ago, and Meta Healthcare more recently, EHR technology has changed significantly. Today DPH and DMH hospitals and the State Office of Pharmacy Services (SOPS) face significant challenges related to the age of the Meditech EHR and the stability of Meta Healthcare. These challenges include significant downtime on the Meta Healthcare side, which potentially affects patient safety, reporting, and the lack of interoperability, especially with Computerized Physician Order Entry/Electronic Medication Administration Record (cPOE/eMAR). **\$31,666,995**

### **Medicaid Management Information System (MMIS) Modernization**

This project funds upgrades to Medicaid IT systems, including improved case management tracking for Medicaid, data reporting, and analytic systems. The project supports MassHealth Payment Reforms, enhances service delivery, improves IT agility, and aligns with the federal Centers for Medicare & Medicaid Services strategic technology and funding directives. The planned redesign for Member and Provider Experience enhancements will improve the constituent experience and provide streamlined workflows for assisting and managing member and provider information. MassHealth will be able to efficiently manage the complex contract compliance requirements and provide the coordination required to manage the Accountable Care Organizations (ACOs), Managed Care Organizations (MCOs) contracts and Community Partners. MMIS Modernization seeks to improve services for vulnerable populations (such as Long-Term Services and Support (LTSS) and Behavioral Health) and improve member and provider experience 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 the Medicaid population and reduce costs by converting the Fee for Service (FS)-based structure to one of the three types of ACO models, while also enhancing 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. **\$22,640,070**

### **Integrated Eligibility & Enrollment Readiness**

The goal of the Integrated Eligibility and Enrollment (IE&E) initiative is to improve the overall client experience and enhance integration and interoperability among in-scope programs and enhance integration & interoperability between departments. In 2019, the Commonwealth identified five benefit programs in need of updates: MassHealth/MAGI, Department of Transitional Assistance (DTA), Department of Public Health, Department of Housing and Community Development, and the Department of Early Education and Care. In

December 2019, these stakeholders prioritized the goal of improving client communications through the Common Noticing Initiative. The IE&E Steering Committee determined that the priority of the project would be the development of a Common Noticing Solution to improve client communications and to support DTA and MassHealth/Commonwealth Care Alliance (MH/CCA)/HIX. The new solution will modernize and integrate the eligibility and enrollment process for state benefits agencies, improve the overall client experience and enhance integration and interoperability among the in-scope programs. The project is currently undergoing a strategic review of how it may interact with other EOHHS initiatives. [\\$15,118,118](#)

#### [Transformed Medicaid Statistical Information Systems \(T-MSIS\) - Phase II](#)

This project funds upgrades to Medicaid IT systems, including improving case management (CMS) tracking for Medicaid and improving data reporting and analytic systems. Enhancements to the T-MSIS include migrating the reporting modules of the Encounter data collection process from a legacy proprietary file format to the HIPAA 837 Post Adjudicated format, as mandated by Federal Guideline 45 CFR § 162.1102(b)(2)(v)(C) ("HIPAA 837"). 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. This ensures compliance with federal mandates and continued access to federal funds for operating the MassHealth program. Phase II 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 and provide data to improve decision making and determinations regarding Medicaid costs and services statewide. 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. [\\$10,543,202](#)

#### [Enhanced Analytics](#)

The Enhanced Analytics project will provide improved and more timely reporting to enable Accountable Care Organizations (ACO) to forecast financials, improve population health management and be accountable for quality outcomes. ACOs directly impact 1.2M MassHealth members and their access to health and welfare programs. This project will replace outdated and end-of-life data servers, which will dramatically improve capacity, availability and performance and enable the Data Warehouse to in-source many data, analytic and reporting functions. The project will provide an improved and more timely reporting to support MassHealth Program activities including Payment Reform, enabling ACOs to forecast financials, improve population health management and be accountable for quality outcomes for MassHealth members. [\\$8,268,411](#)

#### [Massachusetts Rehabilitation Commission Systems Modernization \(One MRC\)](#)

This project continues the modernization of Massachusetts MRC systems that manage eligibility, enrollment, case management and financing to more accurately document, monitor, and assess services provided to consumers. It covers state- and federally funded programs, such as vocational rehabilitation and state head injury and traumatic brain injury programs. It will provide better data for federal reporting and agency operational management needs, reduce inefficiencies in operations, and improve the ability to properly track and coordinate client data. It will improve MRC's ability to satisfy federal regulation and mitigate lost revenue from federal reimbursement. [\\$4,227,218](#)

#### [Registry of Vital Records and Statistics Digital System Upgrade](#)

This project provides essential improvements to an outdated and vulnerable technology environment. The scope and costs provide for a fully electronic, inter-, and intra-operable Vital Registration and Statistics System (VRSS), an electronic document management system, a central database, customer service kiosks and a client relations management system that will support core functions in a cost-effective, secure and customer service friendly manner while reducing redundancies, enhancing workflows, and improving data accuracy and timely reporting. [\\$4,227,218](#)

#### [Virtual Gateway Migration to AWS](#)

This is the migration of EOHHS Virtual Gateway infrastructure and the 50+ applications it hosts from a private cloud vendor to Amazon Web Services (AWS). The project eliminates significant cost increases (~\$2M) from

maintaining infrastructure in a private cloud and moving applications and infrastructure from aging and difficult-to-support infrastructure to the AWS cloud. It will facilitate more streamlined maintenance and support for these applications and will result in potential operating cost savings. [\\$2,168,626](#)

#### [MA21 Cloud Migration](#)

MA21 provides eligibility services to the Office of Medicaid at MassHealth, and this project supports EOHHS' goals by modernizing the legacy MA21 system, moving core infrastructure to the Cloud and enabling integration between MA21 and other systems within the EOHHS' ecosystem. On completion, EOHHS will be able to retire the legacy mainframe. Outcomes will include integration/interoperability between MassHealth and other EHS systems and enable the agency to have a more modern and flexible system that will better support strategic objectives. [\\$1,106,602](#)

#### [Office for Refugees and Immigrants new Enterprise Client Management System](#)

This was funding for due diligence for a new Enterprise Client Management System. As activity at ORI dramatically increased in FY24 it became apparent that there was poor usability and limited data entry, and management capabilities impeded the providers' ability to provide accurate data in a timely manner. The inflexible data model and rules requires providers to adopt workarounds, delaying data entry and creating inaccuracies. This resulted in extended response times, in some instances limiting onboarding and refugee cash assistance. The external vendor completed a technology assessment, identified best-fit solution options for modernization, and developed an implementation roadmap. This project will be funded in FY25. [\\$352,813](#)

#### [Enterprise Invoice/Service Management](#)

The Enterprise Invoice Management/Enterprise Service Management (EIM/ESM) application is used to manage provider billing for over \$3.2B in Purchase of Service contracts across EOHHS. It is used to collect vital data for program and contract management, monthly billing processing, and analyzing client outcomes. The project consists of two phases: Phase I (Assessment) is the analysis of the EIM/ESM complex business processes to provide a road map for a future/enhanced EIM/ESM system/platform. Phase 1 was completed in FY23. A business process redesign and high-level requirements for a replacement solution has been conducted with the 9 impacted EOHHS agencies. Phase II (RFQ2 Development and Implementation) is based on results of the Business Process Analysis recommendations and will launch in early FY25. The current application is aging and showing strain in some areas. The project seeks to streamline processes for ease of maintenance and operational efficiency and provide functionality such as agency and provider access to data for self-service reporting, which is not available in the current solution. Implementation of the final solution will reduce the administrative burden/costs for providers and agency staff, and increase efficiency, ease of maintenance and user satisfaction for both providers and EOHHS agencies. [\\$325,500](#)

#### [DTA Eligibility Operations](#)

The Department of Transitional Assistance (DTA), which serves one-in-six residents in the Commonwealth, is managing significant demand for benefits and services. Workloads are challenging agency capacity and impacting client service, resulting in average call wait time increasing to approximately 21 minutes and processing times for new SNAP applications to over 12 days, as of October 2023. Among other challenges, agency leadership has identified current utilization of the new phone system, Five9, as an area of need. The agency is working through post implementation challenges including reporting, connectivity, and overall adoption. DTA's "first worker available" model requires tight integration across phone, eligibility processing, and in-office service. Accordingly, DTA needed external support to review the phone system, call center, and eligibility processing operations with an emphasis on identifying practical recommendations and quick wins to stabilize operations. This work was completed in FY24. [\\$250,000](#)

## **Executive Office of Public Safety and Security (EOPSS)**

### **Centralized Data Collection and Reporting (Cross Tracking)**

The purpose of this project is to achieve compliance with the operational and data reporting requirements mandated by the 2018 Criminal Justice Reform (CJR) law. The Criminal Justice Reform Inmate Data project will preserve and upgrade the Configurable Off the Shelf (COTS) solution investments made to date to meet the additional and significant operational and reporting requirements in the 2018 law. The project is building a centralized warehouse of anonymized inmate data extracted from Sheriffs, the Department of Correction, state and local law enforcement, Trial Courts, and the Parole Board databases for analytical reporting on recidivism rates for re-arrest, reconviction, and re-incarceration. The data will be available to policymakers, researchers, and the public to assist and inform research, policy planning, and public safety initiatives. The project is expected to be completed by June 2026. **\$5,000,000**

### **Inmate Management System Modernization**

The purpose of the Department of Correction (DOC) Management System Modernization program is to replace the existing legacy inmate management system with a more advanced cloud-based Commercial-off-the-shelf (COTS) solution which is easy-to-maintain, scales well to serve DOC's business, functional, operational & technology requirements, as well as meeting public safety stakeholders' expectations. The cross-tracking system is comprised of data from various stakeholders, including the DOC Inmate Management System (IMS). In addition to improved data collection with a more functionally, operationally, and technologically advanced system replacing the current legacy system, this project will help DOC maintain and meet requirements, such as data sharing requirements, to public safety and other stakeholders as mandated by the 2018 CJR law. **\$4,267,342**

### **Mobile Data Project**

The Mobile Data project ensures that State Police personnel have the technical resources necessary to successfully complete essential functions of their job utilizing the technology installed in their vehicle (cruiser). Personnel need to perform their duties remotely and this procurement is a technological refresh of the IT hardware, software, and infrastructure in State Police cruisers to ensure that cruiser technology is up to date and in optimum working condition. The project is funded by a transportation bond that also supports the procurement of replacement cruisers and AVL technology. These projects operate in conjunction with each other to ensure that cruiser and IT technology is operationally sound and up to date. **\$4,267,342**

### **State Police Body Worn Camera**

The Massachusetts State Police (MSP) Body Worn Cameras Project supports the EOPSS IT strategic goal of enabling access to data and services anywhere and anytime. The MSP Body Worn Camera Project allows increased transparency of officer/citizen interactions, quicker resolution of officer complaints, and increased professionalism using footage in officer training. **\$3,239,304**

### **Public Safety Records and Data System Improvements - AFIS Upgrade**

The Cloud Automated Biometric Identification System (ABIS), which replaces the existing Automated Fingerprint Identification System (AFIS), is responsible for criminal and civil fingerprint identification and provides additional biometric identification modalities. It supports the EOPSS IT strategic goal of establishing a data program to support the data analysis demands tied to Criminal Justice Reform. Fingerprint-based records are key to this effort, as it creates the identity for tracking through the criminal justice system. This project also supports the goal of improving our security posture, designed to meet the U.S. government's requirements for data security and continuity of operations, and the Commonwealth's public safety and homeland security mission. Information is shared and collaboration is fostered between municipal, county, state, federal and national partners and stakeholders. **\$3,000,000**

### **Department of Correction (DOC) Radio Modernization**

This is a replacement of aging radios and infrastructure at the DOC and supports the strategic goal of enabling end-user capabilities through access to data and services anywhere and anytime. Upon completion in early FY24, the DOC will have modern radio equipment and infrastructure that is core-connected and interoperable with the statewide radio network, enhancing the physical security of DOC officers, inmates, and other employees in DOC



facilities. This project supports the communications infrastructure to support the use of the new radios. \$2,000,000

#### Criminal Justice Information System (CJIS) Broker 3.0

The current Information Broker/Message Switch was deployed in 2009 and is central to the mission of the Department of Criminal Justice Information Services (DCJIS) as it is the sole means for access to critical Public Safety information systems, both within the Commonwealth and nationally. Systems accessed via the Message Switch include FBI-National Crime Information Center (NCIC), National Law Enforcement Telecommunications System (Nlets), RMV ATLAS, MSP State Identification Section (SIS), Trial Court, and custodial agencies (DOC and Sheriffs). This is the replacement of the switch and migration from on-premise to a SaaS environment, creating a more resilient system that will enhance public safety access to critical networks. \$2,000,000

#### Department of Correction (DOC) Body Worn Cameras

The objective of the DOC Body-Worn Camera ("BWC") project is to procure and implement a Body Worn camera technology solution and related services involving correction officers at multiple institutions within the Department of Correction to record and retain specific categories of visual and audio interactions by correction officers. The project supports the EOPSS IT strategic goal of enabling end user capabilities through access to data and services anywhere and anytime. The DOC oversees the state prison system, managing inmates at 15 correctional institutions across the state. DOC provides custody, care, and programming for those under its supervision to prepare them for safe and successful reentry into the community. Outfitting DOC officers with a rugged and reliable body-worn camera solution is designed to help limit false accusations, build trust in the community, and ultimately keep officers safe. The BWC and digital evidence management system helps in capturing, managing, and storing evidence. The procurement scope includes the Body-Worn cameras themselves, associated peripherals and accessories, a storage solution, training, and warranties. The project will provide the cloud services, storage, and software required to allow the DOC to manage, view, tag, edit, and redact the video and audio files collected by the cameras. The DOC will implement up to 3000 BWCs. \$836,856

#### User Access 2.0 User Access for Public Safety

The current user access system utilizes legacy technologies that are out of active support and reaching the end of their useful operating capacities. Additionally, EOPSS maintains various systems that are not integrated with its core identity management platform. This creates sign-on issues for EOPSS users, as well as challenges fulfilling FBI CJIS Security Audit reporting requirements. This project is for integration of new user access to allow secure access to a suite of Criminal Justice Applications and data. The new system will integrate EOPSS systems with a core identity program that will facilitate consolidation to Azure AD, utilizing Multi-Factor Authentication to fulfill FBI CJIS Security Policy requirements. \$746,720

#### Application Integration

This project is to update the Single Sign-On application to update existing business applications which connect to the CJIS Broker to make use of the enhanced security features provided by the new Broker 3.0. This will provide enhanced security features that will be available to all applications connecting to the CJIS Broker. \$496,000

#### Parole Board SPIRIT II Enhancements \$496,000

These are additional enhancements to be implemented for the Parole Board's business & operations application (SPIRIT II). The project seeks to incorporate 47 enhancements to the SPIRIT II application to support the Parole Board's processes under the newly issued regulations pertaining to termination of Parole and other changes. \$496,000

#### iCORI & MMARS Payment Reconciliation

This project addresses the audit findings involving EOPSS/DCJIS payments submitted for Criminal Offender Record Information system (iCORI) requests. The Comptroller's cap on CORI (Background checks) retained revenue was recently raised, giving EOPSS access to increased level of retained earnings subject to several internal technical adjustments. These adjustments will also make the process more end user friendly (reduction of red tape). \$368,000



#### Mass Instant Record Check System (MIRCS) Assessment

To prepare for the sweeping gun bill reforms required in the House version of the Gun Bill, EOPSS has begun an initial assessment of the current state assessment of the people, process and technology to establish a clear, detailed understanding of potential legislative requirements, along with a roadmap for implementing the changes. [\\$350,000](#)

#### Criminal Offender Record Information system (iCORI) Assessment

EOPSS seeks a modern iCORI system where constituents can do business with the Commonwealth through a secure digital experience. An assessment would result in a roadmap for the iCORI modernization. A reduction in paper applications will drive agency efficiencies and ensure identify verification, as well as meeting state auditor requirements. [\\$300,000](#)

#### DNA Cop Enhancement

These are enhancements to the DNA Cop application at the State Police Crime Lab to support improved business processes and operational integrity. The enhancements correct or address identified deficiencies within the application and provide additional functionality that will have a positive impact on the operations of the Combined DNA Index System (CODIS) Collection and Investigative Unit (CCIU). These changes will directly address the quality of the data collected and provide information to the CODIS that supports timely and effective decision making relative to DNA collections. [\\$296,000](#)

### Massachusetts Department of Transportation

#### Project Info Modernization 2.0 - Release 1 Implementation Phase

The objective of this multi-year project is to complete the re-platforming of legacy ProjectInfo, the online project information system used by MassDOT Highway using series of releases. This project will plan and execute the initial implementation of moving ProjectInfo functionality into the Cloud-based Salesforce platform. Strategically, this is a Modernization and Workforce Productivity investment. The project involves creating the design of a new platform, reducing VPN usage, increased security, and fostering better remote collaboration. The outcome of this phase is a full-phased plan for the design and architecture of new technology, including improved security and data reliability to address inefficiencies and loss of productivity as users continue to use outdated applications, and to allow integration with other systems as they are modernized. [\\$6,241,675](#)

#### Enterprise Data Lake

MassDOT seeks to become a more data-driven organization, leveraging data and analytics to improve the lives of constituents of the Commonwealth. In alignment with this strategic direction, the objective of this project is to establish a common data and analytics platform to support multiple applications across MassDOT. The goal of this phase is to refine strategy and implement a common data and analytics platform to support multiple applications across MassDOT and align with EOTSS standards. Outcomes include easier access to information, more rapid delivery of analytics, improved quality of data and greater efficiencies through data consolidation and standardization, and improved data governance. [\\$4,353,997](#)

#### FY24 RMV Atlas Projects

This project tracks time and expenses related to FY24 RMV Projects and upgrades to supporting applications used by the Registry. These include key new features and functionality to improve electronic data exchange with the Commercial Driver's License Information System (CDLIS), streamlining and refining the hearings process to improve efficiencies and customer experiences, the new International Registration Program (IRP) application, support for the implementation of the Voter Opportunities, Trust, Equity and Security (VOTES) Act of 2022 and new APIs to support other state agencies, including the MBTA. This will result in improved resiliency and scalability for RMV services. [\\$2,363,796](#)

#### MassDOT RMV and Highway Network Equipment Upgrades

The project funds the replacement of aging and unsupported CISCO switches and routers. This is a component of the IT State of Good Repair Program. The goal is to provide business divisions with modern and secure network infrastructure to mitigate the risk of interruption to MassDOT activities. **\$1,777,369**

#### Our Workplace 2.0

This project provides technology support for the MassDOT “Our Work” initiative at the Quincy Headquarters and 10 Park Plaza meeting rooms and Mass Highway district offices. It includes expanded Wi-Fi to key MassDOT locations, and the technology to enable a hybrid work model, a more flexible work environment, and improved meeting facilities. **\$1,716,709**

#### Document Management/Storage Planning & Execution

MassDOT is seeking to reduce physical records and paper processes to both reduce cost and risk through more efficient, virtual ways of working. A critical component to achieving these goals is the reduction of paper processes and the adoption of effective document management processes. As a component of the Future of Work initiative, the project will improve the adoption of MassDOT’s electronic signature policy, reduce physical records moving forward, digitize existing records to reduce storage needs, and design a long-term storage and management approach. **\$1,380,952**

#### Chelsea Migration to AWS

The objective of this project is to design and implement the Amazon Web Services (AWS) environment needed to migrate the DOT applications hosted in the Chelsea data center to the AWS cloud. This project is aligned with MassDOT’s resiliency goals and follows the EOTSS Standard Operating Environment. **\$1,197,973**

#### RMV Printer Refresh

The printers used with the Driver’s License and Identification (DLID) Workstations are at end of life. The objective of this project is to upgrade these printers and provide a technical solution to optimize printing operations with equipment usage. **\$1,182,546**

#### RMV Crash Vulnerable User(VU) Implementation

This project will address the need to capture, secure, aggregate, and report on Vulnerable User (VU) data as part of the Crash System Upgrades. This is part of the Crash Modernization, involving changes to the Crash System and Crash reporting business processes, to comply with a new state law requiring data gathering and reporting for crashes involving "Vulnerable Users". Failure to implement these changes would result in non-compliance with state law. **\$953,159**

#### Desktop Inventory Replenishment

This project provides the ability to procure IT Operations hardware (monitors, peripherals, etc.) when requested, that would not be normally provided through the EOTSS Infrastructure Upgrades and Telework Program. It is a key component of the MassDOT State of Good Repair Program. **\$949,850**

#### Verifone M400 Upgrade

This is a project to replace the existing payment devices at the RMV Service Centers and back-office locations that are at end of life (EOL) with the new model which has the latest PCI-compliant software. This is required for the next PCI compliance audit and, if not completed, would render RMV as out of compliance. **\$936,968.09**

#### Cybersecurity - ServiceNow Implementation

This project is to transition the tracking and management of risks from a spreadsheet manual process into a purpose-built solution that would enable centralized management and workflow automation. This is part of MassDOT’s security program and compliance with EOTSS standards. It will provide improved security for MassDOT IT systems and solutions by developing a centralized risk management solution for the tracking, management, and

reporting of cyber risks. Failure to implement will increase risk due to potential threat actors and cyber events. [\\$865,751](#)

#### [ITS Highway Projects](#)

The objective of this project is to provide a pool of funding to support a variety of Intelligent Transportation System (ITS) projects to facilitate the upgrade and replacement of the existing ITMS applications. Efforts are focused on inventorying and repairing field equipment in preparation for the Intelligent Transportation Management System (ITMS) replacements. This will reduce delays associated with non-working ITS field equipment. [\\$746,530](#)

#### [MassDOT Enterprise Digital Signature Expansion FY24](#)

This project converts current paper processes to electronic processes to enable MassDOT businesses to reduce paper dependencies and increase efficiency. It will rebuild existing eSign forms in Acrobat Pro to create a master template, so that they can be updated as needed. [\\$692,729](#)

#### [CRM System in Salesforce](#)

RMV will compile and aggregate its existing Business Partners data repository (currently maintained in the FAST Central Repository) with a more robust, configurable, and extendable Salesforce application. The result will allow various RMV users to obtain and manage timely, complete, and accurate information and user access agreements for their 10k business partners and allow for easy interactions with the application to work efficiently and effectively. It mitigates inconsistencies and missing documents that may remain across systems – creating complexity and reducing efficiency. [\\$679,972](#)

#### [Refresh Backup Hardware](#)

Provides for the replacement of the head units on end-of-life backup storage targets and continued support for backups and archives. This is in alignment with State of Good Repair in maintaining backup hardware. [\\$581,310](#)

#### [RMV Crash Modernization](#)

The purpose of the project is to implement a modern, cloud-based solution on the ServiceNow platform, that will replace the current MassDOT Crash Data System (CDS). This data informs highway safety improvements, as well as federal and state policies and regulations to improve the safety of all citizens. It will provide quality crash reporting through a modernized portal that is more accessible, accessing real-time data. The outdated system in its current state is no longer able to be updated and does not meet business needs, resulting in poor data quality. [\\$568,388](#)

#### [RMV Electronic Vehicle Registration \(EVR\) Expansion](#)

This project will enable approved end users to process more registration transactions through an electronic link to the Registry. New transactions will be available for the service providers and dealerships who can process more registration transactions through an electronic link to the Registry. The current inefficient manual process will be replaced. [\\$493,371](#)

#### [Highway Operations Center \(HOC\) ITMS Modernization/Replacement](#)

The objective of this effort is to fund the procurement for the ITMS Modernization/Replacement. The mission is to provide a reliable and sustained means of monitoring state roadways, tunnel networks, and facilities to ensure public safety. The proposed ITMS will work in conjunction with the Highway Operations Center (HOC) to achieve this Highway Division Systems. The implementation of an integrated Advanced Traffic Management System/Supervisory Control and Data Acquisition (ATMS/SCADA) systems will enable the HOC to manage the roadway and tunnels via a unified user interface. [\\$372,971](#)

#### [MassDOT/MBTA Independent ServiceNow Instances](#)

Both MassDOT and MBTA are looking to make process/system improvements by separating their ServiceNow instances vs. the current shared model including full data migration as needed. Both MassDOT and the MBTA will

be free to grow in the ServiceNow platform without any constraints from either group. Data is currently accessed by each group exposing security concerns, which will now be mitigated. [\\$334,726](#)

#### [MassDOT IT FY24 Disaster Recovery Governance](#)

This is the initial implementation and operationalization of the MassDOT IT Disaster Recovery program, providing improved ability to respond to disaster events with the potential to interrupt IT functions and business capabilities. The goal is to decrease the risk and impact of interruption to MassDOT functions. [\\$272,688](#)

### **Executive Office of Administration and Finance**

#### [DOR – Child Support Services \(CSE\) - Modernization](#)

This project will utilize Infrastructure as Code (IaC) services to support the migration of the current Massachusetts Information Technology Center (MITC) data center to new cloud environments. IaC is in software development process used to build, test, and deploy applications, supporting database refreshes, and to set up new operating environments on demand. [\\$1,600,000](#)

#### [Group Insurance Commission \(GIC\) - Eligibility Wait Period Reduction \(RWP\)](#)

In FY24 GIC implemented reprogramming within the benefits eligibility applications for the following systems: MAGIC Core, MAGIC sub-systems, Third Party Vendor Applications, Member Benefits Portal, and Salesforce. In FY24, GIC began to look at the use of AI to reduce the manual processing of documents to enable automated real-time approvals. GIC conducted a proof of concept on document AI with subsets of forms in a test environment, with promising results. The communication and stabilization of the RWP changes will continue in FY25. [\\$1,400,000](#)

#### [DOR - Meals Return Consolidation](#)

This project will consolidate the current location-based meals tax return into an entity level return. Funding was used to procure an external vendor to provide the additional service for this new enhancement. Currently, business audits and verifies large numbers of returns for entities that have multiple locations. Consolidating the return would allow a centralized review and audit. The enhancement will be released shortly. [\\$700,000](#)

#### [OSD - Centralized Mail and Print](#)

This is a technical solution to optimize printing operations with equipment usage, job order costing and tracking and supply forecasting, ordering and inventory management to centralize the supply forecasting and ordering, load balancing, and boost system-wide job order costing capabilities. This will enhance customers' ability to track and monitor their orders, resulting in ease of maintenance, increased efficiency and cost savings. Print and mail operations are being consolidated across the agency to create a centralized support operation. [\\$590,540](#)

#### [OSD – Uniform Financial Reporting system replacement](#)

OSD maintains a uniform system of financial accounting, allocation, reporting and auditing of providers which conforms to generally accepted governmental auditing standards called the Uniform Financial Reporting (UFR) eFiling System. In part, the UFR system is used to meet the mandate of MGL Chapter 7, Section 22N to administer the submission, tracking and viewing of financial and program performance information of approximately 1400 human service contractors and Special Education schools (SPED) contracting with state agencies and municipalities. The UFR system is now almost 20 years old and the technology platform of UFR is approaching end of life and includes significant security risks. This project will replace the current system, scheduled to be completed in FY25. [\\$595,063](#)

#### [State Library Digitization Program](#)

The State Library staff continues to digitize Commonwealth documents, reports, and legislative material, adding to the existing electronic repository (DSpace). DSpace is open-source software provided by the Massachusetts Institute of Technology. This project will continue until all documents have been digitized. The goal is to increase user self-service (24/7 online access to Library resources means users no longer need to travel to the State House

for conducting research); increase efficiency (by reducing the volume of calls for assistance, while allowing staff to focus on more complex inquiries); and reducing preservation costs because staff will no longer have to handle original documents, which are mostly in manuscript form. [\\$501,000](#)

#### [DOR - Pega Upgrade and Migrate to FedRamp platform](#)

This project upgrades the Pega case management system and migrates to the Federal Risk and Authorization Management Program (FedRamp) platform to conform to the policies and standards by Federal Office of Child Support that requires SaaS platforms to be FedRamp certified. This sets up the foundation for migrating systems to Cloud or Cloud-based solutions and reducing data center footprint. Being on the supported versions of Pega will also ensure cybersecurity conformance. [\\$428,800](#)

#### [DOR - Modern Workplace: Enterprise Vault Migration](#)

This is a component of the Modern Workplace Program, a cross-secretariat initiative managed by EOTSS in partnership with Microsoft Professional Services. The program includes the planned deployment of hardware, software and tools to promote data security, collaboration, and mobility, including migrating on-premise Enterprise Vault (storage) to MS365 Vault (Cloud). Funding was used to engage external temporary resources to assist agency staff to identify, cleanup, and audit the data migrations. [\\$422,550](#)

#### [DOR - Modern Workplace: Data Classification](#)

This project is implementing new Data Classification Rules using the Microsoft Purview tool to identify and classify all data saved on Microsoft tools. This helps reduce the need for manual and custom data discovery and classification and eliminates costs for maintaining personal systems and Excel-based solutions. The implementation is a pre-requisite to the migration of DOR Personal and Network drives to MS365 One Drive and SharePoint, respectively. [\\$422,550](#)

#### [DOR – Child Support Services \(CSE\) - Data Analytics](#)

This project will plan and develop a roadmap for building data marts from the existing Child Support Services (CSE) data warehouse, and the variety of data ingested from various partner agencies, to design and develop new analytical reports for CSE. This is a pre-step to eventually building a Data Lake, like the Tax platform, but for CSE. The project supports in-depth analysis for CSE to provide insight into revenue and case management metrics. [\\$412,500](#)

#### [DCAMM - Access Control Upgrade](#)

The Division of Capital Asset Management and Maintenance (DCAMM) Access Control System Upgrade is a multi-phase project that includes upgrading multiple existing access control systems to a single centralized system that can support multiple DCAMM-managed facilities. The project goals are to install network infrastructure in two out of six managed facilities that would lay the foundation for the Future of Work initiative. The project will meet immediate needs to install infrastructure to enable a scalable network to support a centralized Security System at Hurley and McCormack buildings, as well as future building management needs. [\\$404,200](#)

#### [A&F - FoxPro Module Replacement](#)

This project replaces out-of-support FoxPro technology-based modules (database management tools) with an up-to-date replacement technology. This will modernize the technology that supports the A&F Budgeting and Analysis system that was upgraded a few years ago, but on FoxPro modules that are currently out of support. [\\$253,500](#)

#### [DOR AWS Cloud Mobilization - Phase II](#)

This is work to develop the technical architecture and foundational setup on AWS for DOR applications. The project will conduct Proofs of Concept with a subset of applications to validate the migration strategy recommended during assessment phase and design a wave migration plan for the multi-year migration project. Under EOTSS's directive 16-21 to virtualize data centers across the Commonwealth by 2026, the physical infrastructure in MITC will need to be moved to the Cloud, reducing risk from aging physical hardware at MITC and avoiding expensive hardware refreshes and extended maintenance contracts. [\\$1,600,000](#)

## **Executive Office of Economic Development**

### **OCABR HIC Modernization**

The Home Improvement Contractor (HIC) licensing system modernization is to replace four end-of-support legacy systems (Registrations, Complaints, Arbitration and Guaranty Fund) and is a core program under the Office of Consumer Affairs and Business Regulation (OCABR). Modernizing and consolidating the existing platforms will enable OCABR to provide a better, faster and more comprehensive registration process for contractor constituents and to serve consumers across the Commonwealth in the timely reporting of HIC complaints and adjudication actions against HICs. It will provide streamlined and efficient registration for the HICs, more timely HIC status information for consumers, efficiency and process improvements for staff, and will eliminate the vulnerabilities introduced with legacy platforms. **\$305,000**

### **EOED Business Front Door**

This is a multi-agency Central Business portal and navigator for businesses and startups seeking financial assistance or guidance. The project aligns with EOED TeamMA initiative to make MA the best place to live, work, open a business and be a leader. It is closely tied to the Economic Development Plan and the Governor's priorities to provide a better and more streamlined experience that will make it easier for constituents to navigate the many programs and resources offered by EOED and its quasi-state government partners. In the absence of this initiative, the constituent experience would remain overly complicated and unclear, internal staff and quasi agencies would be less informed, and potential opportunities for businesses could be lost. **\$750,000**

### **Division of Occupational Licensure (DOL) Systems Modernization**

This is a multi-year application modernization to consolidate and modernize DOL's three licensing, permitting, and inspection platforms that serve over 500,000 constituents. Consolidating three platforms to one will enable DOL staff to be more efficient, and to better serve all licensees. This project is closely tied to the Economic Development Plan and the Governor's priorities. It will provide a centralized application and renewal process for constituents using a single interface, and thus improve the constituent experience and create efficiencies for DOL staff. Without modernization, the DOL anticipates increasing its number of FTEs to manage all aspects of the three systems. DOL will continue to be subject to security risk and technical debt if DOL maintains the legacy databases. The DOL will be unable to standardize and meaningfully analyze the data stored in the siloed platforms to support Division, EOTSS, and wider Commonwealth efforts. Accurate and timely reporting of data and critical information will also continue to be an issue for DOL if forced to maintain the three legacy systems. **\$1,145,000**

### **EOED Data Analytics Strategy**

Using modern analytics tools, frameworks, and infrastructure to support data governance, data quality, data delivery, data transparency and reporting, scalability and growth. This funding request will include licensing costs for Tableau and/or PowerBI for secretariat-wide use. EOED continues its investment in modern data analytics tools, platforms, the proper framework and governance to support this data driven climate. Funds are used to procure additional Tableau licenses, professional services and a Snowflake environment to facilitate data delivery securely. **\$400,000**

## **Executive Office of Education**

### **Higher Education Cybersecurity Training Program**

These grants fund a comprehensive strategic review of specific cybersecurity practices and protocols across the Commonwealth's fifteen community colleges and nine state universities to develop a coordinated approach to maintaining and supporting effective cybersecurity technologies and practices across the public higher education system. This will strengthen each institution's ability to detect and prevent unauthorized access and damage to networks, devices, programs, and data. This is year 3 of a 5-year capital program and includes cybersecurity training for all participants as required. **\$1,000,000**



#### Monitoring Communication Hub and Monitoring Platform (CHAMP) - Phase II

This project is developing a regulatory compliance monitoring solution to provide robust functionality related to communicating, reviewing, monitoring, managing corrective action plans, and drafting and posting final reports for schools, programs, agencies, collaboratives, and districts which serve students in the Commonwealth. The solution is tracking compliance with state and federal regulations, as well as helping track program compliance of programs at the school and district level. \$590,094

#### Salesforce Development for Circuit Breaker and CHAMP Phase II

This is the continuation of the Communication Hub and Monitoring Platform (CHAMP) project to include Circuit Breaker and 7 additional Department of Elementary and Secondary Education (DESE) teams. EOE's modernization and automation initiatives support federal and state requirements for compliance monitoring of services being provided to students across the Commonwealth. This application will provide the collecting of data and oversight of those programs in the field. Agencies are required by state and federal government to conduct monitoring activities and report on it. The application will be integrated, providing a holistic view of organizations receiving grants, ensuring more complete monitoring. Phase I has been completed several program units are actively using the system. \$2,440,375

#### Grants Administration (DESE, EOE and EEC)

This project provides an eGrants solution for the Department of Elementary and Secondary Education (DESE), including managed software, maintenance and support, training, and documentation for a cloud-based Grants Processing Application to replace the existing legacy Grants Processing System, EdGrants. The Grants Processing Application functionality will include receiving, approving, paying, and amending various types of grants. The system will replace a dated and stand-alone legacy system that has been problematic for all users. This solution will address pain points while providing end users with a modern, secure, and integrated product, thereby reducing risk, and improving overall oversight of grant processing across multiple teams and agencies.

\$700,181

#### Integrated Digital Data Services (IDDS)

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. This project funds the development of a secure and modern data repository to provide more timely and useful educational information to educators, administrators, and the public. It's a multi-year project and will be completed by FY25. To date, the IDDS project has retired two data centers, and greatly improved security and data accessibility. In FY25, IDDS will complete the modernization of application development using AI assisted coding and review and create an Application Quick Start Framework. It will improve research data quality with Master Data Management Entity Resolution and Research friendly tools and provide seamless deployments on demand with no downtime and improve DHE Data Collections by providing colleges with data integration and data workflow tools. \$12,934,364

#### Continuation of CGI support for Data Hub import process

This was contingency funding to complete the import of 50% of profile data to the IDDS data hub. This included DESE finance data, new DHE datasets underpinning their Tableau dashboard, and the documentation of a business process for data owners to load their data to the Hub. \$400,000

### Executive Office of Housing and Livable Communities

#### Housing Authority Financial Information System (HAFIS) Modernization

EOHLC provides \$100M in operating subsidy to Local Housing Authorities (LHAs) to support housing for the most vulnerable residents of the Commonwealth. EOHLC's antiquated budget approval, payment tracking, and expense reconciliation system (30+ years old) requires immediate and significant modernization to meet current security, accuracy, and operational standards. This system is critical for the proper functioning of LHA operations and is the primary source of truth for the approval of all LHA operating spending and subsidy reconciliation processes. The current platform is 2-3 years past end of life and requires significant investment of support by one FTE. The HAFIS



Modernization project (currently 20% completed) directly supports the strategic goals of the Executive Office of Housing and Livable Communities by providing EOHLC, Local Housing Authorities, and the underserved populations that apply and reside in Public Housing with a modernized, efficient, and effective system for processing the approximately \$115M in operating subsidies that the Commonwealth sends to LHAs each year and that underpin the operations and maintenance of the Commonwealth's 43,400 state-aided housing units. **\$1,900,000**

## **Executive Office of Labor and Workforce Development**

### **Employment Modernization and Transformation (EMT) Phase 1**

A comprehensive modernization of the state's unemployment system to provide MA companies and citizens with seamless and timely unemployment tax administration and benefits delivery, in compliance with evolving federal and state regulations, and with service levels and operational costs that will significantly improve upon the current state. When complete in May 2025, this project will provide both employers and those seeking unemployment assistance with a new portal designed to be mobile-friendly and accessible, making it easier to apply for unemployment assistance and streamline the claims process. **\$24,276,114**

### **Integrate UI Online into Commonwealth Single Sign On**

To accomplish the goal of integrating the Commonwealth Single Sign On (SSO) solution in Phase I (Employer Tax) of the EMT, LWD is proposing that the workforce users register for SSO prior to the Phase II (Benefits) go-live, currently planned for May 2025. To accomplish that goal, the current unemployment system (UIOL) needs to be integrated with SSO. This funding is all professional services, largely for the vendor to modify UI Online by changing code to use the new SSO instead of the existing SSO. **\$400,000**

## **Executive Office of Veterans Services**

### **Electronic Health Records Implementation**

This project will better coordinate care in the Chelsea and Holyoke Veterans' Homes and partner organizations to comply with regulations requiring interoperability with Accountable Care Organizations (ACOs) and electronic prescriptions. An Electronic Medical Record (EMR) will allow the veterans' homes to coordinate care across partner organizations and comply with regulations requiring interoperability with ACOs and electronic prescribing. It provides the ability to support data sharing and the exchange of information, allowing patient data to move with the patient to improve access and continuity of care as well as increased Medicare billing; funds that today cannot be reimbursed by CMS due to gaps in process and documentation for audit. This project will provide both improved quality of care and the ability to meet regulatory requirements, as well as better coordinate care in veterans' homes and partner organizations to comply with regulations requiring interoperability with Accountable Care Organizations (ACOs) and electronic prescriptions. An EMR will allow the veterans' homes to coordinate care across partner organizations and comply with regulations requiring interoperability with ACOs and electronic prescribing. **\$ 2,676,552**

### **IT Governance & Compliance Controls**

As a newly created secretariat we are building our compliance and controls framework to ensure procedures are implemented that are effective while balancing process efficiency required to manage expectations and ensure timely delivery in a complex matrixed organization. Strong compliance controls also help reduce the risk of audit findings and improve our overall security framework and risk profile. Success measure will be a documented program for consolidated data management. **\$250,000**

## **Executive Office of Technology Services and Security**

### **Commonwealth Cybersecurity Investment Program**

The Commonwealth's Security Incident and Event Management (SIEM) system provides the capacity and capability to enhance the security of the Commonwealth's networks and information systems. With this platform, the unified

Security Operation Center can detect, investigate, communicate, and mitigate cyber threats to our systems and data. EOTSS' vulnerability management and mitigation program are another critical component to the Commonwealth's security framework and approach. While continued progress has been made through this program, EOTSS and state agencies must maintain vigilance and a commitment to remaining aware of persistent threats by operating a continuous and adaptive vulnerability management program to mitigate these ever-present threats. In addition to the Commonwealth's workforce, EOTSS supports opportunities to assist our partners in municipal government. [\\$12,556,195](#)

#### [Commonwealth Network Infrastructure Program](#)

EOTSS has completed the design of its One Network Core. This represents the consolidation from disparate networks into a single Commonwealth core. In this, unnecessary legacy agency network cores have been eliminated along with overlapping internet protocol (IP) space to simplify the routing of data between networks. Security measures have been put into place to block off any 'back doors' by removing the many different internet connections previously located at each Executive Branch secretariat, enhancing the Commonwealth's security, providing higher availability and resiliency, and saving money by tapping into commodity services instead of requiring custom buildouts. In FY24, EOTSS made further enhancements to the Commonwealth One Network by building out the wide area network (WAN) and security services to account for and support increased resiliency, mobility, and remote management, and beginning the modernization programs at EOHHS, EOED and EOE. [\\$15,633,715](#)

#### [Commonwealth Data Infrastructure Program](#)

Cloud services provide the Commonwealth with best-in-class technology that allows for incremental improvements in a faster, agile manner. They also provide the ability to react to increased demands, reduce time to provision and deprovision licenses, and more efficiently manage assets. More importantly for today's work environment, cloud services strengthen security to support remote access to our systems from any location, further enabling the Commonwealth's remote workforce. EOTSS works closely with the Secretariat Chief Information Officers (SCIOs) and business application owners at Executive Branch secretariats to best understand their business needs and prepare for the 'lift and shift' of Commonwealth systems to the cloud to ensure the continuity of those government services. EOTSS has coordinated the migration of almost 500 Commonwealth applications/platforms to the cloud services model and off-premise data centers, as appropriate. [\\$6,955,115](#)

#### [Modern Workplace Program](#)

This investment supports the Commonwealth's remote/hybrid workforce by ensuring all Executive Branch employees are equipped with modern hardware and software that allows for work mobility and meaningful collaboration. It provides the ability to deliver government services from remote work locations. The program developed plans for the deployment of laptops and other accessories, and software deployments through self-service automation to relieve pressure on Help Desks. Additionally, Microsoft Teams video conferencing was rolled out to more than 25,000 remote users. In FY24, the program was substantially completed with the migration of personal and shared work files to OneDrive and SharePoint, e-mail, archives, and OneDrive-Group File Shares. [\\$658,766](#)

#### [Digital Services](#)

Investments in digital services and systems improve the user experience of government services for the residents, businesses, and visitors of the Commonwealth. This program maintains and expands Mass.gov, with the goal of improving the citizen digital experience. It includes funding to ensure that the Mass.gov website meets evolving needs across the Commonwealth. It includes digital accessibility initiatives, chatbot development and improved graphic design. The Digital teamwork with agencies to improve digital content. And they continue to work to transition Secretariats off .org and .net domains and onto the .gov platform. The program also hosts our customer engagement initiatives focused on internal agency and Secretariats access to TSS services and improved service delivery. [\\$4,339,774](#)

### Commonwealth Digital Roadmap

The Commonwealth Digital Services Roadmap seeks to standardize the user experience across state agencies with a single identity, and single sign-on that proactively points users to relevant information and services. To date, the Identity Access Management (IAM) single sign-on has amassed over 1.5 million residents. Building this platform to add more applications and launching new lines of constituent communication through live chat, text functionality, and chatbot services will promote increased adoption and interoperability of the platform. In short, as the Digital Roadmap scales, it will become more impactful to users. The program will make Commonwealth-wide improvements in five areas: single identity and user profile, omnichannel communications, accessibility & digital equity/inclusion, customer management/tracking progress, and customer management/tailored moments. This is a multi-year program and will be a major component of the EOTSS CIP for the coming years. To provide accessible, simple, and secure digital experiences that adapt to a person's needs, so that every time they engage with any part of their government, they're getting the most and best of the Commonwealth. The first goal of the project is to make it easier and more secure for people to access state services. To support this goal in FY24, 10+ websites were upgraded with single sign-on with multi-factor authentication, 1.5M user accounts were live, with 500k+ active monthly users, and we launched the initial version of *MyMassGov* (user profile). The second goal of the program is to ensure accessibility and language access by design. In FY24 the Ask MA chat bot now supports 20 languages for 16 services, the single sign-on supports 6 languages, text reminders were sent to for 13,000 families waitlisted for childcare financial assistance in English and Spanish. The program now includes people with many diverse backgrounds and needs in our user experience research and testing, and all current capabilities were tested for accessibility. **\$10,827,649**

### State-wide Legal Case Management Systems

The Commonwealth's Legal Case Management System consortium seeks to implement a statewide Legal Case Management Platform that includes various capabilities required for standard case management practices. The Legal Case Management Platform will provide government organizations with transparency into their processes and infrastructure. It will increase efficiency, reduce costs, and improve self-service. The pilot program will cost \$3.5M and will be completed in early FY25. **\$1,900,000**

### Enterprise Analytics

This project is designed to establish and build out the Commonwealth's enterprise data analytics capabilities. The project seeks to streamline and improve data sharing capabilities between Secretariats and with the public, create and socialize enterprise data management standards and practices, enable centralized data linkage and reporting for systems-level data programs, and improve data analytics learning and capabilities within Secretariats. In FY24 substantial work began on modernizing the Commonwealth's Financial Information Warehouse. **\$4,074,399**

### Public Safety Telecom Modernization

This project updates the infrastructure (cabling) within the 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. This project is being driven and managed by the secretariat in line with the Article 87 directive of standardizing systems and migrating enterprise-wide systems to the center. The system improves communications, interoperability, resiliency, and management of phone communications for the secretariat and its agencies. **\$1,993,443**

## Executive Office of Energy and Environmental Affairs

### EIPAS - Environmental Information and Public Access System

The Energy and Environmental Affairs (EEA) Information and Public Access System (EIPAS) is a Secretariat-wide IT 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. Completed milestones include: the development of the Data Lake Data Portal with five interactive Dashboards and eight major topics for data search/export across multiple agencies, the development of a Site Management System

to manage Facilities, Regulated Entities, Classifications, and Contacts (Multiple agencies), the release of the Department of Environmental Protection ( DEP) annual compliance fees billing module, the DEP milestone tracker, DPU documents management application, and the MEPA Public Comments Portal, among other applications. This project will enhance customer service and government performance by enabling constituents and citizens to provide services, including submission of environmental reports, payment of fees online, and access to environmental data through the EEA Data Portal. [\\$1,500,000](#)

#### [Application Rationalization and Innovation Strategy](#)

This program aims to identify critical legacy/end-of-life application footprint and strategically align to accomplish agency goals. Along with the application rationalization, this program aims at improving upon EEA agencies' business processes in support of increased efficiency and improved citizen engagement. These data-centric application solutions will operate on industry-standard and supportable platforms that enable EEA to manage permitting, licensing, compliance and enforcement activities. Applications foundational to daily operations/critical business processes are nearing end-of life and need to be rationalized to a legacy portfolio, or fully retired with migration of core functionality to a new platform. Such applications have been developed to support regulatory business processes. In many cases, these applications are past their end of life, not scalable or maintainable and cannot be updated to meet new business with security requirements. The systems need to be replaced to meet current technological, federal, and state regulatory and business requirements. [\\$1,500,000](#)

#### [HR System of Record](#)

This capital project involves the planning, design, and implementation of a solution that gives EEA Human Resources an electronic system of record that better meets their current and future needs, as well as a much-needed Case Management System. The successful delivery of this project will result in improved transparency, efficiency, and accountability, reducing department risk and liability. The request for FY24 was to cover the design, development, and implementation of this solution, based on analysis and requirements-gathering efforts that have started in FY23. Modernizing EEA HR will allow them to access information and files in a more efficient and effective manner, allowing them to support employees more efficiently and timely. [\\$300,000](#)

#### [Business Entities Compliance Submittal Portal](#)

This project deploys a new platform that supports external regulated entities to securely log-in and electronically sign, and upload reports/documents that are required by MassDEP. The solution will also better orchestrate the ingestion of permits, certifications and other electronic forms that are now received through our established external facing platforms serves as a crucial component within the Department of Environmental Protection (DEP) framework. Its primary purpose is to streamline the submission and handling of compliance reports, accommodating inputs from external users (the public) as well as internal staff. It will seamlessly connect with various applications, including the Compliance Activity System (CAS), a counterpart to SMS (Site Management System), and the EEA Entity Portal. This integration forms a holistic solution, effectively managing and reporting on compliance activities. [\\$700,000](#)

#### [Department of Conservation and Recreation \(DCR\) Cell Boosters](#)

The goal of the installation is to boost cell signal inside and around state-owned DCR facilities. New Era will survey the sites that DCR has prioritized and those 18 will be rolled out in this phase. This allows us the ability to provide improved technology/better service to our agency and constituents. It ensures internet connectivity for a variety of mobile devices at state-owned facilities and provides a better constituent experience at public-facing DCR facilities. The goal is to address public safety concerns (in the case of emergency), citizen services and experiences at Commonwealth locations, and internet connectivity for employees. Without any current cell service, there are risks of not being able to contact emergency services if/when needed. In addition, with good cell service, constituents onsite can have a better experience by having internet access on their mobile devices (since most of these sites don't have wi-fi). Finally, it improves internet connectivity for DCR employees. The outcome will be an enhanced patron and DCR staff experience onsite with adequate cell service. [\\$263,791](#)