

# IT Business & Technology Strategic Plan



2023



2025

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## Authority

**Enterprise Technology Solution Policy 16-03-NJOIT** – Effective December 12, 2016. The Executive Branch is an enterprise environment of over 70 agencies, offices, and authorities. Implementing Enterprise Technology Solutions maximizes the State’s opportunity for cost savings. The policy improves enterprise compliance with security standards reducing cyber risk.

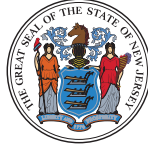
**Executive Order No. 225** (signed on 6/1/2017) directs the Chief Technology Officer (CTO) to set in motion a course of action that will deliver more secure, efficient, and reliable IT services across the Executive Branch.

**Executive Order No. 178** (signed on May 20, 2015) Establishes the state’s first New Jersey Cybersecurity & Communications Integration Cell (NJCCIC) as a component organization within the Office of Homeland Security and Preparedness (NJOHSP). The NJCCIC is composed of representatives of State entities, including the OHSP, the Division of State Police and the Office of Information Technology.

**IT Circular 22-07** - Enterprise Infrastructure Consolidation Guidelines – Implemented on September 2022 in support of the Executive Order 225 (EO 225) Infrastructure Consolidation, and New Jersey’s hybrid consolidation post-EO 225, this IT Circular outlines the processes supporting the current IT Infrastructure Consolidation efforts. This effort provides the NJOIT and Agency teams with new tools to support mass migrations, along with additional dedicated staff, and includes cooperative support of affected Agencies and NJOIT technical units.

**(P.L.2021, c.392) 21st Century Integrated Digital Experience Act** – Legislation, signed into law in 2021; Aims to improve the digital experience for government customers and reinforces existing requirements for federal public websites. Requires each Executive Branch agency to create a technology Strategic plan & submit to CTO & CIO.

**IT Circular 17-00-OIT - Enterprise Information Security Governance** – Designates that the Chief Technology Officer and Chief Information Security Officer jointly establish Security Governance Committee and Structure for Executive Branch.



## ■ Message from Chief Technology Officer

In the past three years, our State has been through levels of change that were in many cases unimaginable. New Jersey withstood, adapted, and thrived.

Our 2023-2025 Business and Technology Strategic Plan is proudly shared herein. Created to support Governor Murphy's priorities for the residents of New Jersey and to continue the technology strategies already underway since 2018, this document is aimed at providing a background of our current state in a number of areas, identifying key themes we are carrying forward from our prior plan, and laying out several changes to focus on in our path forward.

To say that I am proud of the many accomplishments that the Office of Information Technology has achieved would be both an understatement and a misnomer. It's the talented women and men on our team, and the State agency partners we serve, *they* were the ones who accomplished them; so they are the ones that should feel proud. But these steps are just the beginning. It will require a multi-year effort to address and reduce the technical debt and legacy technologies that have been inherited. I thank our leadership team, our Governor's Office, and our State agencies for their support, guidance, and participation.

As the Office of Information Technology continues to advance and support our Governor's priorities, we are making investments in the modernization of the State's technology throughout the Executive Branch. As the technology capabilities gap widens between the public and private sectors, the State of New Jersey is committed to technology modernization to enhance resident experiences. Through this effort, the state has developed a case for change and vision for state technology to inform and prioritize our IT vision and priorities.

Respectfully,

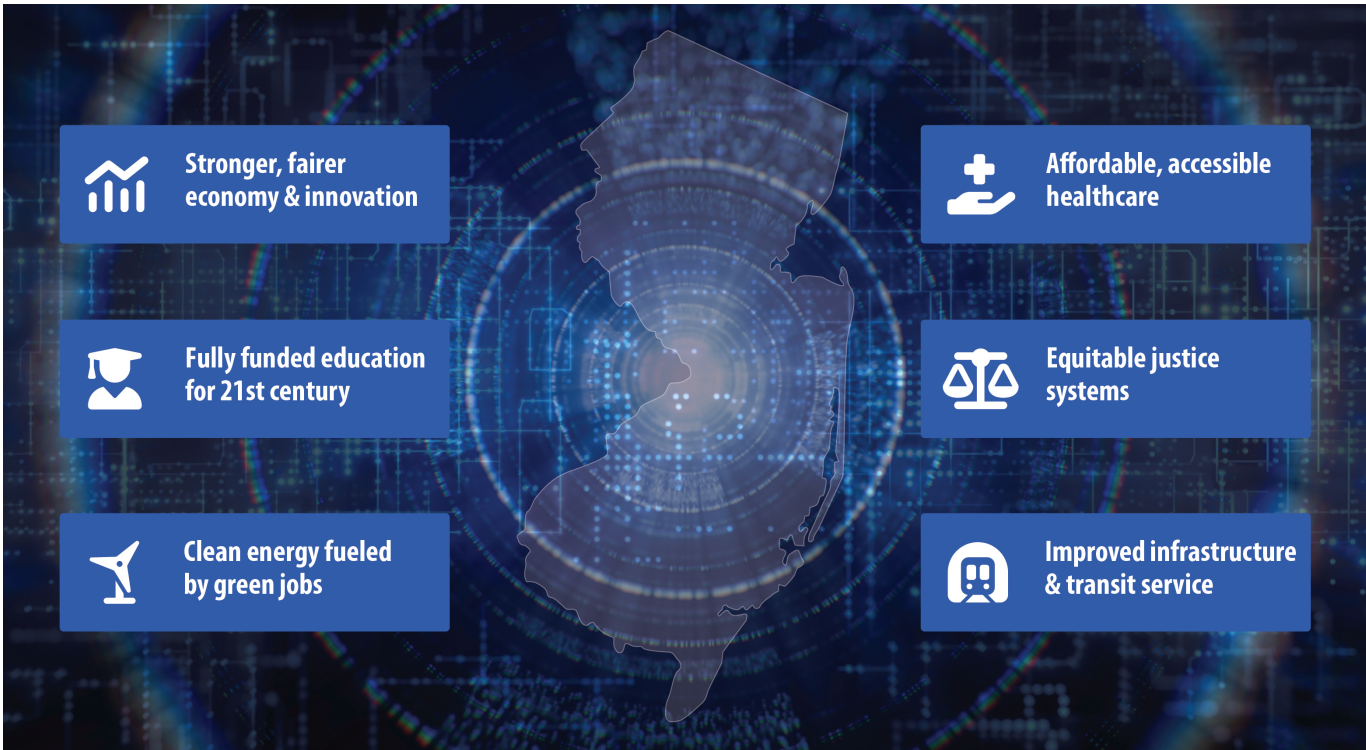
A handwritten signature in blue ink, appearing to read "CR".

Christopher Rein

## Executive Summary

Technology itself does not, and must not, drive our strategies or plans. Rather, business needs and priorities do. Technology is an enabler. For the agencies in our Executive Branch to support the priorities of our Governor’s administration, all actions should be focused on the residents and their experiences of interacting with our government easily.

### Technology Supporting the Vision for Digital NJ



Under Governor Murphy’s leadership, the state has prioritized key initiatives across agencies to include: (1) build a stronger and fairer economy, (2) fully fund schools to give children the education required to succeed in the 21st century economy, (3) build a clean energy economy with good-paying green jobs, (4) ensure all New Jerseyans have access to affordable health care, (5) improve equity in the law enforcement and justice system while ensuring all communities are safe, and (6) improve the state’s transit system and underlying transportation infrastructure.

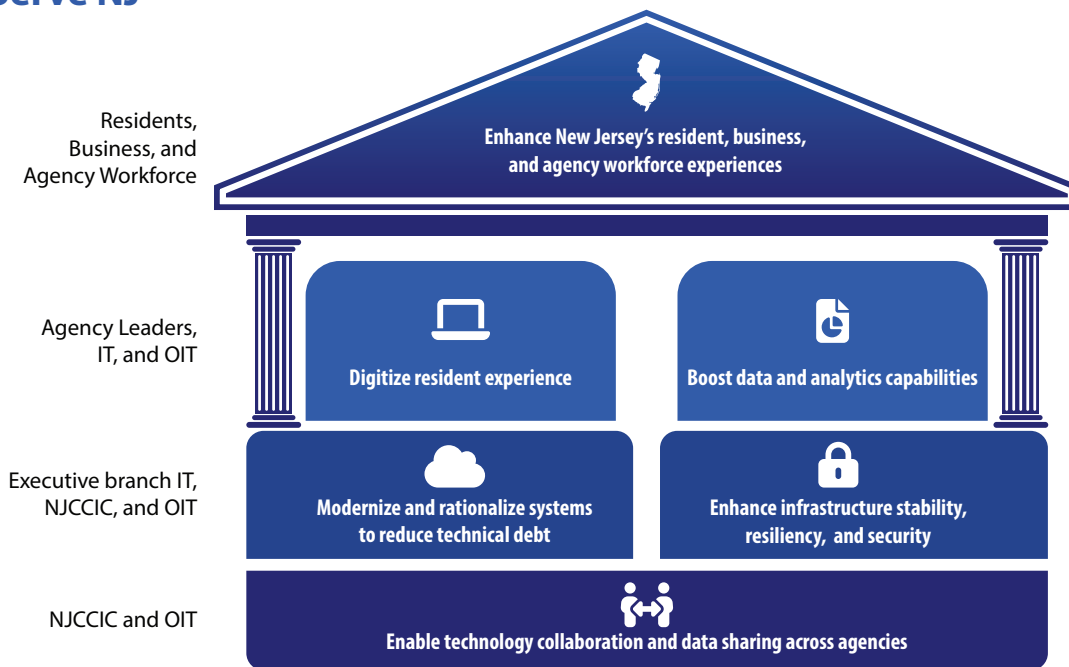
With a vision of a digital New Jersey with enhanced and modern resident, business, and workforce experiences, we can then think of a technology strategy as the written, articulatable, overview of how we will accomplish the mission of reaching that vision. In the case of the Office of Information Technology our mission, strictly speaking, is outlined and defined by executive order. So, from an

infrastructure perspective, our OIT mission is to support our Agency partners in delivering services to constituents. But part of the role of our State’s Chief Technology Officer must also be to take a resident’s perspective; that is, to shape technology at a broader portfolio level and deliver more of a common “enterprise” experience. This is discussed further in the document.

The 21st Century Integrated Digital Experience Act (*P.L.2021, c.392*) aims to provide a modern and cohesive resident-centric customer digital experience. Progress towards state and agency objectives and priorities are enabled by technology, areas of opportunity to better serve residents, businesses, and agency workers and initiatives to achieve modernization outcomes.

Several of our state agencies were faced with a massive spike in demand with the onset of the pandemic, and through the efforts of various teams across these agencies, capacity was added, and many services were pushed online from prior being transacted on paper, or requiring in-person contact. These were pockets of quick response - individual projects undertaken under often extreme circumstances to meet an immediate need. But these implementations were often disparate. A resident that wants to interact with digital New Jersey today sees varying types of “look-and-feel” as well as multiple identity and credentialing presentations. Our efforts have begun to shift towards ensuring that each new system implemented, or that undergoes a substantial upgrade or modernization, takes on a more common branding of New Jersey and have a resilient and stable infrastructure. Also essential is the continued emphasis on a shared Identity and Access Management (IAM) strategy that begins to erode the many legacy silos of our residents’ identity that had evolved over time and which is a big part of our legacy technical debt.

### To Better Serve NJ



## ■ Information Security, Trust, and Resilience

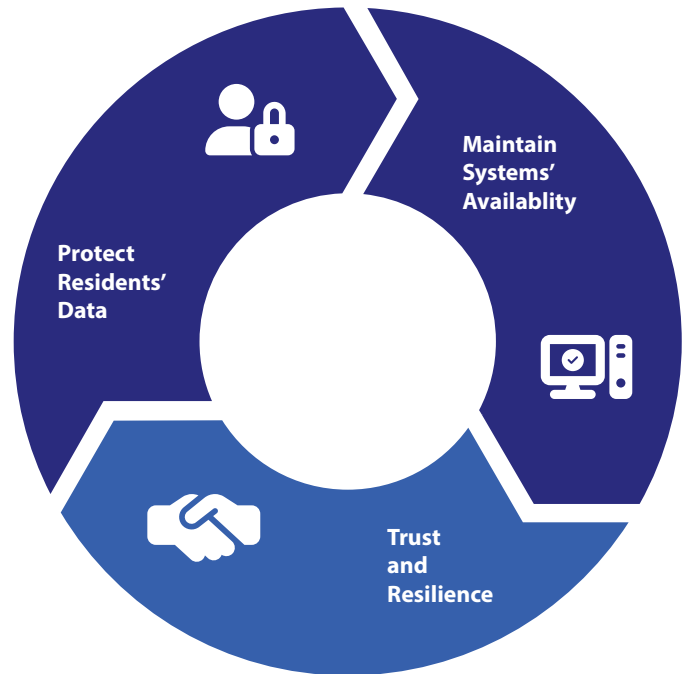
New Jersey State Government departments and agencies generate, collect, store, process, and transmit vast holdings of sensitive information necessary to carry out their daily business functions and to provide critical services to the public. The responsibility for operating our State Government's infrastructure carries with it a number of critical requirements, and chief among them is ensuring the information security of our computing, network, and storage assets. This strategic plan reaffirms the State's commitment as a trusted steward of this information and as a dependable provider of these critical services through the adoption of a foundational security and privacy design methodology. This is a holistic approach to security that bakes security and privacy into the entire system and its environment; this includes the hardware, software, users, processes, and policies that make up the system. It is based on the principle that security is not just a technical issue, but a fundamental design requirement that should be considered and implemented throughout the entire lifecycle of a system.

This strategic plan builds on and integrates the NJ Cybersecurity and Communications Cell's cybersecurity goals and objectives from its 2021-2025 Strategic Plan. It also incorporates the NJCCIC's ethos of a collective and collaborative defense, where all stakeholders work together to prevent, detect, and respond to threats. It is in that vein OIT commits to:

- **Champion and grow a culture of cybersecurity and privacy within OIT and across executive branch departments and agencies.**
- **Establish uniformity of technologies, standards, and processes across executive branch departments and agencies.**
- **Build and fortify resilient systems; and**
- **Increase the capacity to detect, respond to, and recover from significant cyber incidents.**

For the State of New Jersey, our operational security protocols are established both within our Statewide Information Security Manual (SISM) and by the Office of Homeland Security & Preparedness' NJCCIC, which is the New Jersey Cybersecurity Communications Integration Cell. The SISM is found here: <https://www.cyber.nj.gov/NJ-Statewide-Information-Security-Manual.pdf>. The separation of responsibilities under two Cabinet positions is a clear strength for our State, as it allows the NJCCIC and our State Chief Information Security Officer to focus fully on the monitoring, prevention, detection, and mitigation of attacks by threat actors. Correspondingly, NJOIT provides the procurement, buildout, management, and operations of all our technology infrastructure assets, including Cloud hosting.

The SISM is based on a framework adapted for our State from NIST (National Institute of Standards & Technology) called the Cybersecurity Standards and Compliance framework, or NIST-800-53. Collaboration between NJOIT and the NJCCIC is essential, and begins with vendor security reviews, product vulnerability reviews, penetration testing, real-time log analysis and traffic monitoring. Our NJOIT SAR process (Systems Architecture Review) involves both organizations during this technology gating approval sequence.



As previously stated, information security means more than just preventing malware and cyber threat actors; rather, it means protecting and providing resilience in the full lifecycle of our state residents' data. Our state's Enterprise Data

Center (EDC) was built during the 1980's and is undergoing several modernization and resilience improvements. These include power, cooling, network connectivity, and secure access control. 2020 and 2021 marked the construction of a substantial replacement of a nearly four-decade old fire suppression system; and presently, we have installed and are operationalizing a state-of-the-art access control system. The EDC uses a smart, secure computer server cabinet access management (CAM) system where only authorized and approved users can access the equipment, and this access is carefully controlled by person. Detailed, real-time logs are kept for tracking, forensics, and analysis. Audit reports are generated, showing which locks are being accessed and by whom, along with how long locks are left unlocked. Security measures such as these are part of NJOIT's storage and processing of CJIS data, HIPAA data, IRS-1075 data, and similar protected information.

The NJCCIC operates on a "whole of State" principle; and protecting our Executive Branch technology infrastructure and information assets is mission critical for both NJOIT and the NJCCIC.





## ■ Lessons Learned from COVID

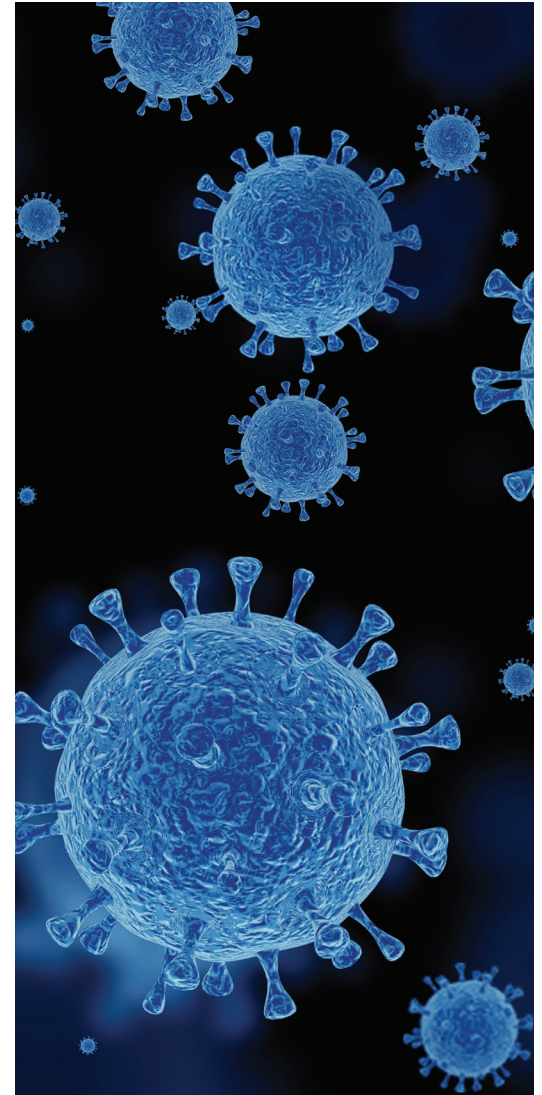
In the Spring of 2020, as COVID wreaked havoc on all aspects of life, commerce, education, and government, NJ state government and almost all other government entities in the US found themselves unprepared to quickly pivot to a remote work environment or to scale to meet the needs of its workforce and its residents who now required, more than ever, the need to conduct business and interact with government services remotely. Almost three years later, the shift to support a remote workforce and provide residents with modern digital services is ongoing. These events are lessons that have helped shaped this strategic plan and OIT's modernization goals.

Lessons we learned during the COVID pandemic response were: 1) the importance of leveraging technology for Government operations, and, 2) disparate projects that each solve a specific business need or function should have the resident experience and commonality across the government.

Investing in technology and working together across our Executive Branch is vital to New Jersey; it helped us respond to the COVID crisis and allows us to make data-driven decisions. It requires enterprise governance supported by design standards, and the only way to do that is by collaborating with State agencies who are working toward the same goal.

Spring-boarding off these recent observations and lessons we have learned, this 3-year IT Business and Technology Strategic Plan will increase visibility and transparency in the State's overall technology roadmap and drive our State's IT infrastructure strategy as the prioritization and digitization of the end-to-end resident journeys.

We see that wide disparity is costly and can add integration complexity. The enterprise roll out of a common, secure private remote access technology is underway and offers an agency-by-agency engagement and deployment process. At time of this writing, eight State Agencies have implemented this common platform, with a number of others actively planning and budgeting for creating their tenant's implementation.



## ■ Strategic Objectives and Business Goals

To support our Governor’s initiatives it will require programs to normalize and modernize digital services, and to advance our use of data and analytics. These efforts will drive better decision making, and simplify business and resident experiences (including digitization of government services). To enable this, we must continue to build and provide secure, resilient technology infrastructure. A programmatic approach is required, driven by outputs from the refresh of the State’s Technology Strategy. Such focus on modernizing our underlying technology infrastructure must be paired with the Resident Experience Program, or “ResX”, to help effectuate the 21st Century Integrated Digital Experience Act (*P.L.2021, c.392*). This legislation aims to streamline, simplify, and improve how New Jersey delivers benefits and services to residents. Building on the structure of IT within the State as codified in Executive Order 225 from the prior administration, these initiatives will provide the technology strategy, roadmap and programmatic structure for State Agencies to deliver upon their missions in a cohesive way.

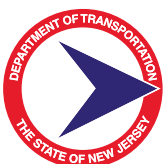
### Some Examples Include



The New Jersey Department of Health (NJDOH), in its mission to foster accessible and high-quality health to help all people in New Jersey achieve optimal health, dignity and independence is modernizing its data capabilities to provide health data in interactive dashboards to residents



The New Jersey Department of Labor and Workforce Development (NJDOH), in its mission to provide equitable and timely access to unemployment benefits for eligible workers, requires modernizing its Unemployment Insurance system from the existing mainframe for long-term sustainability and develop advanced data analytics capabilities to further reduce fraud, waste and abuse. This modernization is underway



The New Jersey Department of Transportation (NJDOT), in its mission to provide a world class transportation system that enhances the quality of life for residents and traveling public, will require technology modernization including replacing it’s siloed systems with integrated data lakes and modern applications, enabling it to utilize advanced analytics to predict where road maintenance will need to take place, improve long-term investment planning, and keep residents up to date on road conditions

## Technology Shifts in the State’s Modernization Journey

Agencies have started leveraging data to drive insights and decision-making, and to develop use cases to serve residents better (e.g., DOH central data hub). OIT has completed the move to MFaaS to improve Mainframe infrastructure resiliency; agencies are early in the process to migrate some of the critical Mainframe applications to modern solutions (e.g., planning RFI and RFPs). We have increased the adoption to cloud as agencies are starting to move their on-prem and new applications to commercially hosted SaaS and the State’s public clouds using IaaS and PaaS. There is strong collaboration between the OIT, NJCCIC and agencies. OIT and NJCCIC are engaged from the initial phase of any new IT Program, advising and guiding agencies

Technology Shifts	From	To
<b>Digitize resident experience</b>	Manual processes; varying resident experience across public-facing interfaces  “My customers are the folks in <b>my Agency</b> ”	Cohesive end-to-end digital experience accessible for residents across platforms (e.g., web, mobile, etc.)  “Our customers are <b>NJ Residents</b> ”
<b>Boost data and analytics capabilities</b>	Siloed data across agencies; limited data sharing platforms within agencies  Limited capabilities and tools to perform advanced analytics	Fewer data platforms; increased commonality & data sharing  Mature data analytics capabilities (e.g., AI/ML) and data-backed decision making
<b>Rationalize and modernize systems to reduce technical debt</b>	Use of legacy mainframe for ~60% of mission critical applications	Modular, sequenced modernization of critical applications, leveraging on-premise and cloud technologies
<b>Enhance infrastructure stability, resiliency, security</b>	Underutilized servers/storage; use of agency end of life (EOL) hardware  Partially manual server provisioning processes  Deprioritized & delayed involvement of enterprise architecture planning process	Infrastructure consolidation and hardware rationalization and modernization with cost efficient servers  Increased automated in cloud and on-prem server provisioning  Prioritized Enterprise architecture function early in process driving best practices and enterprise standards
<b>Enable technology collaboration &amp; data sharing across agencies</b>	Insufficient talent capabilities in modern technologies (AI/ML)	Best practice sharing, standardization, and capability building between OIT and agencies



## Examples of State Applications

Agencies have started to build modernization plans for some of their critical applications and are in the early stages of planning (e.g., RFI/RFP).

As we continue our infrastructure support and modernization journey, we are underway across the state addressing the NJ Digital Resident Experience legislation (P.L.2021, c.392); and forming this strategic plan to optimize a more solid, common Identity & access management scheme across the Executive Branch. OIT worked to refine and update the strategic goals and infrastructure/technology strategy. This was an inclusive project where OIT Executive Team along with a subset of agency CIOs were part of building a strategic plan to optimize operations, modernize infrastructure and improve security.



### ● Labor and Workforce Development

- LOOPS (Local Office Online Payment System)
- BARTS (Benefit Audit Reporting and Tracing System)



### ● Department of Treasury

- Integrated Tax System
- Comprehensive Financial System upgrade (NJCFIS)



### ● Motor Vehicle Commission

- Complete motorist modernization effort (including back-end database) of numerous systems including Registration, Licensing and Privileges, Commercial, Inspections, etc.

## Growth in Analytics

Although it is early and limited within some agencies, we are seeing the growing use and implementation of analytics in agencies (e.g. largely for descriptive and operational reporting). Increases in viable uses of advanced analytics are at times constrained by data access, organizational barriers, and legacy technology platform limitations.

With this plan in place we have the opportunity through inter-agency sharing and collaboration to use data for predictive and prescriptive analytics to support our residents and employees; such inter-agency data clusters/hubs for analytics can improve the end-to-end resident journey.

### “ Highlights from agency CIOs...

*Our strategy as we modernize applications is to prioritize SaaS solutions and adopt a low code no code approach*

*We've partnered with Office of Innovation to map out end-to-end resident journeys and use cases for digitization*

*We are using analytics to build dashboards over our data warehouse to provide business reporting*

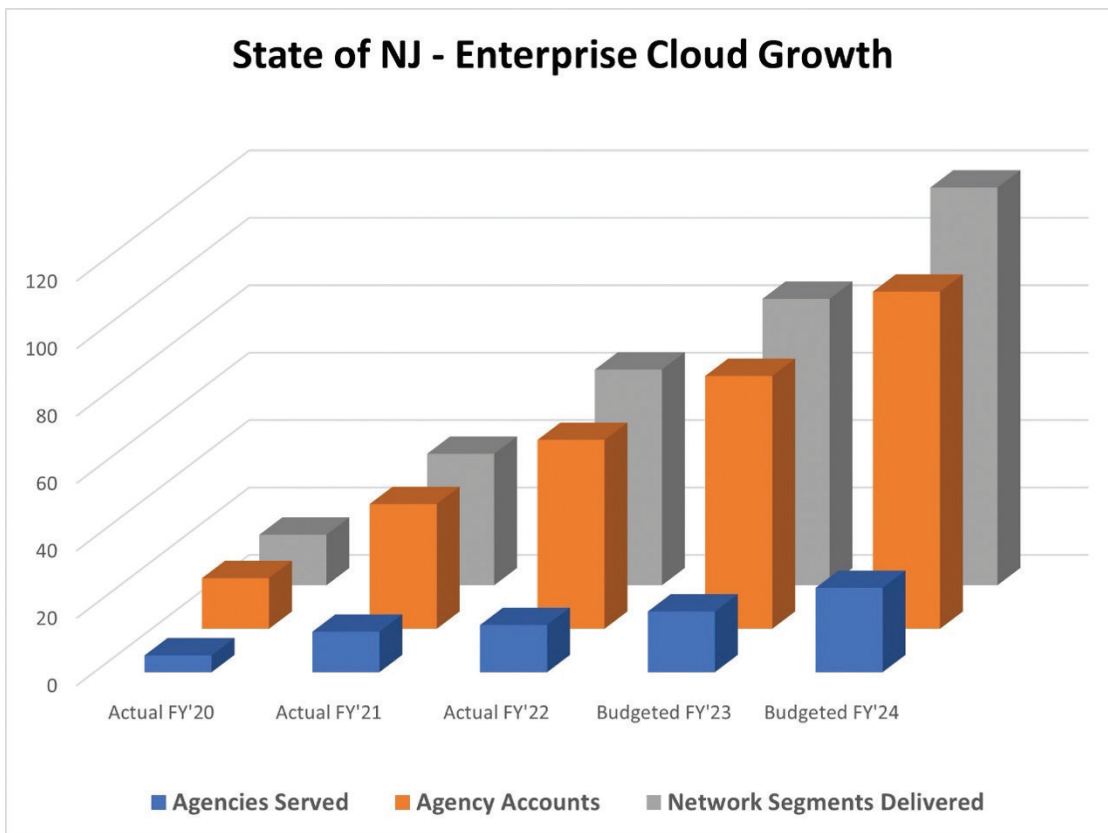
*We have had a great relationship with OIT over the last 4-5 years*



## Infrastructure and Applications in the Cloud

Over the past twelve months, NJOIT supported added growth in both of our EPC (Enterprise Public Cloud) environments, provisioning an additional 26 subscriptions for Agencies between the two cloud providers. Monthly cloud usage in both Azure and AWS has grown steadily. These numbers represent an increase of 50% YOY in the number of provisioned accounts for our agency customers. The consumption model and nature of the cloud platform continue to enable rapid scalability and reduced time to deploy services to NJ’s residents. The centralized procurement and support model by NJOIT has allowed greater discount opportunities, and also benefits agencies in the form of an Enterprise Discount Program (EDP).

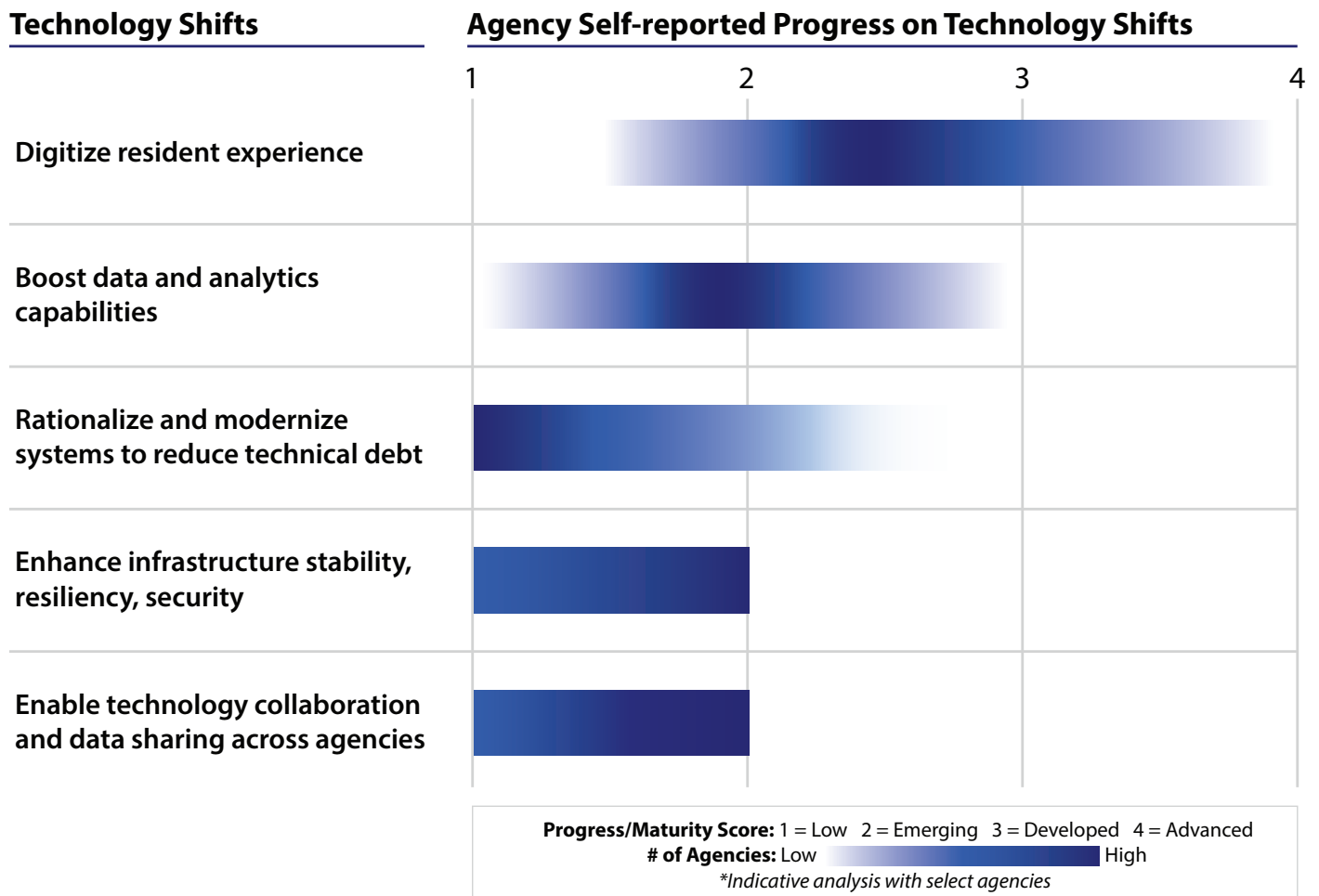
With an accelerated plan for the remaining agencies’ consolidation into the Enterprise Data Center, or to the Cloud, announced in 3Q 2022, our plan is to decommission the remaining deprecated hardware within approximately 18 months.



## Examples of Infrastructure Improvements

- Migrating legacy Mainframe computing system to 3rd party vendors (i.e., MFaaS) to improve its infrastructure resiliency and stability
- Upgrading the operating infrastructure of State’s enterprise data center, including electric, network, and fire suppression advances (e.g., EDC Power Stabilization Project)
- Adopting public cloud options (e.g., IaaS and PaaS) for agencies to host their on-premise applications and build/configure new capabilities

## Self-reported Progress Across Technology Shifts



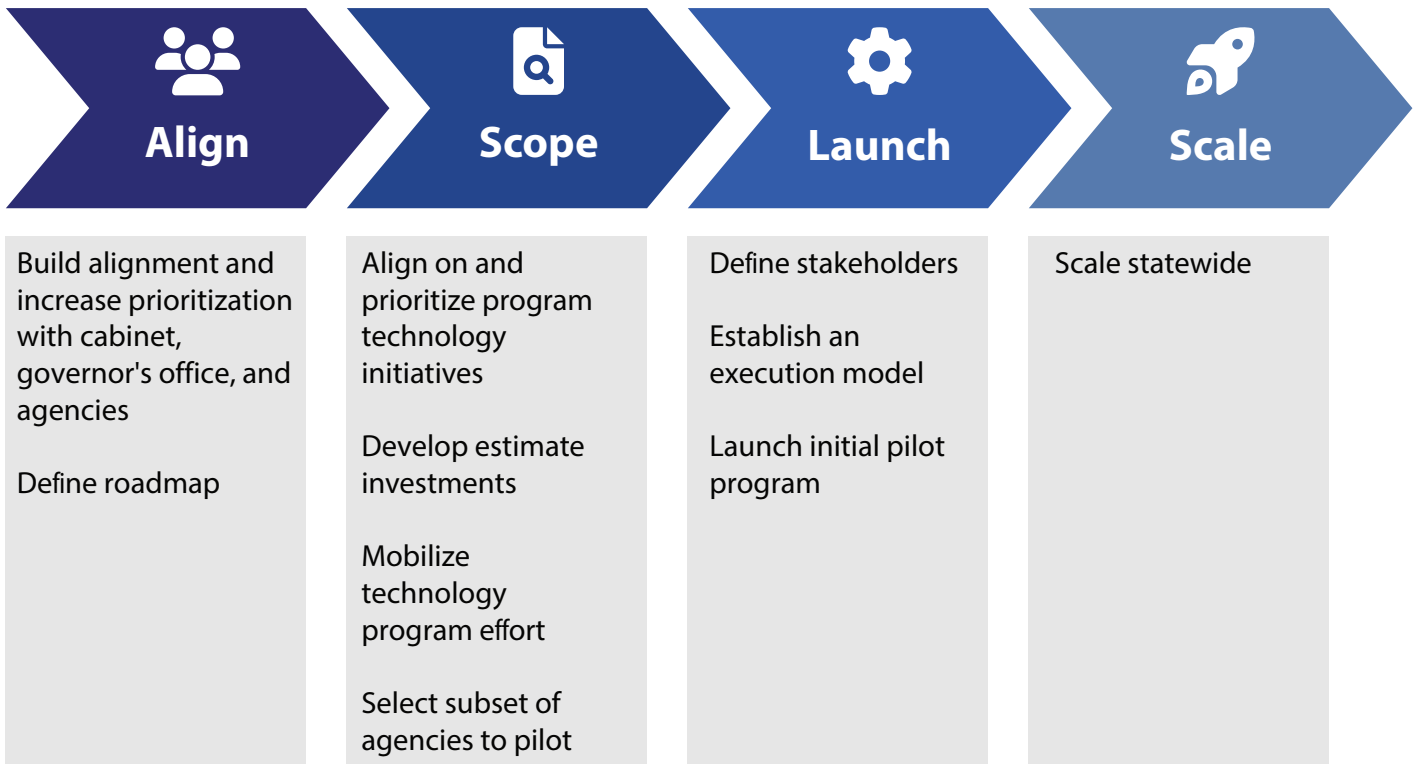
***The state needs to work towards progressing maturity across all the five technology shifts in parallel to drive holistic impact.***

## ■ Path Forward To Achieve Modernization Efforts

There are 5 key technology shifts our state must focus on when modernizing technology. These shifts require alignment and collaboration across stakeholders from centralized IT organizations for infrastructure management and security operations to agency business and IT leaders on the frontlines serving residents and businesses.

- **Digitize resident experience**
  - Cohesive end-to-end digital experience accessible for residents across platforms (e.g., web, mobile, etc.)
- **Boost data and analytics capabilities**
  - Fewer data platforms; increased data sharing across agencies
  - Mature data analytics capabilities (e.g., AI/ML) and data-backed decision making
- **Rationalize and modernize systems to reduce technical debt**
  - Modular, sequenced modernization of critical applications, leveraging on-premises and cloud technologies
- **Enhance infrastructure stability, resiliency, security**
  - Prioritized Enterprise architecture function early in process driving best practices and enterprise standards
- **Enable technology collaboration and data sharing across agencies**
  - Aggregated view of statewide tech spends and applications' Total Cost of Ownership
  - Best practice sharing, standardization, and capability building between OIT and agencies

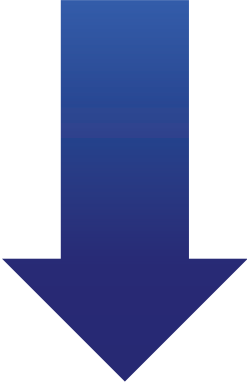
### Plan to Operationalize the Technology Strategy Refresh





### Initiatives within Tech Transformation

- Digitize end-to-end government services
- Develop foundational data and analytics
- Help agencies accelerate mainframe applications modernization
- Optimize our hybrid operations model for on-prem and cloud
- Enhance cloud foundation capabilities to accelerate cloud adoption
- Refine security strategy
- Standardizing Identity Access Management (IAM)
- Develop shared capabilities to manage cross-agency technology programs
- Develop Statewide talent strategy for technology
- Emphasize enterprise application architecture and sharing capabilities



### Outcomes of Modernization Efforts

1. Resident services digitized, mobile friendly, and accessible
2. Complete resident view leveraging data across agencies with appropriate access permissions
3. Minimal dependence on legacy mainframe and more cloud adoption
4. Optimal server utilization and VM cost efficiencies statewide



5. Reduced cyber-threats through enhanced statewide risk mitigation and remediation practices for the most critical and sensitive assets
6. Full Cross-agency visibility on total cost of ownership (TCO)
7. Stronger value proposition to attract talent with skills needed to sustain modernization efforts



## ■ Roadmap of Modernization Efforts

Key implementation steps to achieve technology modernization include anchoring use cases to an agencies’ strategic aspirations and goals, prioritizing them, then building a sequence for planning and deployment. We must identify relevant activities and processes for delivering each of the agencies’ missions, then apply principles of enterprise architecture and common design so that we don’t perpetuate the current disparity and variety of the “look and feel” which exists today. Early in planning for a new system or application, the data and analytics use cases should be framed as questions to be addressed, not tools to be built. This reinforces the need for business to drive technology. Prioritizing these use cases from the potential hundreds that could drive results, using three criteria – impact, feasibility, and amplification.

- **Impact:** The value captured relative to the aspiration and timing
- **Feasibility:** Our ability to execute the use cases
- **Amplification:** Extent to which the use case builds the agency’s ability to execute more of them (e.g., builds useful data architecture or skillsets)

It is important to sequence the prioritized use cases in a road map understanding that successful road maps do not necessarily begin with the highest-impact initiatives, but rather a view to their collective force. Where possible, we should identify analytics use cases across agencies (e.g., clusters of Agencies across agencies such as DHS and DOH for public health outcomes or MVC, DOT and NJ Transit for transportation models).

At high-level, the example timeline below will help us achieve our goal.

Timeline	
Months 1 – 6	Identify use cases aligned to mission and aspirations  Prioritize and sequence into a road map based on impact, feasibility and amplification
Months 7 - 12	Build a lighthouse-that is, implement 10-15 use cases within one organizational unit or topic. The concentration delivers real change that can be seen, not incremental, so it fosters adoption
Months 13 - 24	Scale up and launch additional use cases

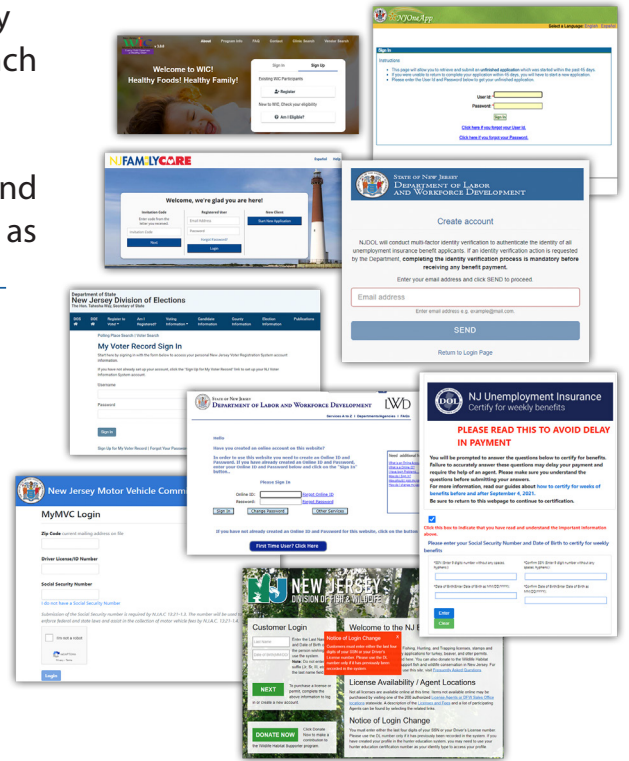
## Strategic Ownership of Key Initiatives

Technology Shifts	Initiative	Agency	OIT	Cross-Agency
<b>Digitize resident experience</b>	Continue digitization of government services to create cohesive and accessible resident experiences	✓		✓
<b>Boost data and analytics capabilities</b>	Identify and prioritize use cases for analytics within and across agencies	✓		
	Develop and enhance data foundation to enable advanced analytics	✓		✓
<b>Rationalize and modernize systems to reduce technical debt</b>	Rationalize critical applications (on-prem, mainframe), moving towards SaaS and standard platforms	✓	✓	
<b>Enhance infrastructure stability, resiliency, security</b>	Shift to IT hybrid operating model for future IT infrastructure		✓	
	Accelerate infrastructure consolidation into enterprise data center (and cloud); upgrade End of Life (EOL) hardware		✓	
	Improve security and resident experience through standardized IAM solution		✓	
<b>Enable technology collaboration &amp; data sharing across agencies</b>	Develop Strategy, Planning, and Funding capabilities to drive transparency into tech roadmap and spend			✓
	Strengthen enterprise application architecture, collaboration model, and knowledge sharing capabilities			✓
	Develop capabilities and action plan to train and hire modern technology talent			✓

## Next Steps to Mobilize

To be successful, there are a set of critical steps that can be taken to mobilize and accelerate our technology transformation across the State including:

This strategic plan is complementary to the state agency strategic plans. Each IT leader across our executive branch must now support both the business-specific needs, applications, and services of her or his own agency, and they also must do it in a way that fosters commonality and has the NJ resident’s perspective of a Digital New Jersey as a fundamental design principle. OIT is sharing our [State of New Jersey Web Presence Guidelines](#) with all agencies, so that new applications developed, purchased, or configured do not contribute to a widely varying visual and operational array of services that confuse our residents. The images shown here are a sampling of nearly a dozen applications used by our residents – and no two of them look alike. We are taking action to correct this over time. The means by which we achieve this will vary, and we’ll ensure that the NJ digital experience will, over time, move us toward one Digital New Jersey.



The Office of Information Technology will be reviewing projects for new applications with an eye toward this consistency. Our Systems Architecture Review process will ensure that commonality across our executive branch is one of the design principles; additionally, software purchases will be reviewed for achieving the best possible consistent experience for NJ’s residents.

No state has established a ‘one-and-only-one’ identity management platform across all entities or operational units. That goal, while sounding attractive, is neither achievable nor operationally practical; however, proper strategy, design, and interoperability are essential to build a secure identity scheme and to avoid presenting both our NJ resident and the NJ government employee with widely disparate and confusing sign-on experiences. Work is underway with planning and establishing identity management guidelines, platforms, and services that will have security, privacy, and as much operational consistency as practical.

As we head into 2023, we know these technology challenges will be substantial, but the residents of NJ deserve no less and we must be up to the task.



- **State Executive Leadership Alignment and Sponsorship**
  - Align on and commit to state-wide tech transformation strategy
  - Establish consolidated view of tech modernization funding across the state (including State & Federal funds e.g., ARPA, BIL, CDC)
  - Develop integrated 3 – 5 year business case for statewide tech transformation
- **Clearly Defined Program Scope and Business Case**
  - Prioritization of the set of initiatives into an integrated roadmap to execute against the strategic recommendations
  - Definition of performance measures based on desired outcomes and value drivers.
- **Program Execution Model and Governance**
  - Establishment of a centralized program structure (including a dedicated leader) to drive the program initiatives at a state-wide level
  - Identification of a set of leaders to drive initiatives and a Steering committee to unblock conflicts, make decisions, and provide executive leadership
  - Selection of a set of pilot Agencies (to ultimately create “lighthouses” that model broader change)
  - Develop detailed roadmap for each agency based on agencies’ strategic roadmap per E.O. 225 and initiative rollout