

The Commonwealth Office of Technology

Building Enterprise IT



Strategic Plan

2014 – 2018

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Message from the CIO

The Commonwealth Office of Technology (COT) is pleased to present its 2014-2018 Strategic Plan. This plan is the result of a joint effort between COT and its customer agencies in the Executive Branch to build an information technology strategy that takes full advantage of the opportunities afforded by IT innovation. This collaboration has resulted in a strategic plan that will help Kentucky select the most appropriate technologies to serve the needs of state government, prioritize the initiatives and systems most important to the Commonwealth; and align our efforts with the Governor's strategic goals. Equally important, the plan will help us address and exploit emerging trends in the technology industry.



Technology continues to change at an unprecedented rate. With the rise of cloud computing, mobile computing, and big data, technology tools provide more opportunities for consumers, businesses, and government than ever before. However, the vast quantities of data collected and maintained by agencies in support of state programs and services require a strategy that balances the risks and rewards of those new capabilities, while protecting the fundamental security of that data. Technology remains the lifeblood of Kentucky state government services, and we must continue to provide the high-quality, cost-effective IT services that agencies depend upon to help improve the lives of all our citizens and businesses. We must balance the needs and wishes of our citizens with best practices that ensure the safety of their identities and other personal information from those that would wish to profit from it illegally or unethically.

Portions of this plan are specific to the Commonwealth Office of Technology and will require action on the part of COT, albeit not without the involvement and participation of the other cabinets and agencies of the Executive Branch. Other parts have an enterprise focus and will need the support and leadership of programmatic agencies for the larger plan to succeed.

The strength of this plan is an outcome of the time and effort of the people chosen to participate in its development, as well as the multiple viewpoints they represented. It is a reflection of our collective thinking about how we believe technology should be employed over the next several years to serve the needs of Kentucky's citizens. I am pleased with the results and proud of our achievement.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Fowler', written over a white background.

James Fowler

Chief Information Officer
Commonwealth of Kentucky

Executive Summary

Governor Beshear lists the following items as priorities for his administration:

- Affordable Health Care – affordable, accessible health care to all Kentuckians, especially our children.
- Economic Development - nothing is more important than keeping the jobs we already have and creating new ones in every corner of Kentucky..
- Quality Education - ensuring every child in Kentucky has access to quality care from early childhood education through higher education.

These initiatives cover a broad spectrum of public policy, but they share a dependence on technology in order to succeed. Technology fuels the economy, and Kentuckians with technology skills have a better chance of growing within the 21st century economy. Technology has the ability to supplement human capacity allowing state employees to work more efficiently and effectively. Technology provides a better quality of life and opens new doors of opportunity for our citizens. Technology provides an opportunity for our children to learn in new and exciting ways and introduces them to the wonders of the world. Kentucky's Information Technology Strategic Plan provides the technology infrastructure and the supporting staffing state agencies will need to fulfill each of the Governor's initiatives while working to decrease overall IT expenses and complexity throughout State Government.

Kentucky is a recognized leader in many areas of information technology, but there is always room for improvement because technology never stands still. This 2014 - 2018 strategic plan builds upon past successes but also sets clear new direction toward a more customer-centric and transparent organization that is fully aware of its role as a steward of the state's vast volumes of data and understands it has the responsibility to assure its citizens and business entities that their data is safe and secure with the Commonwealth.

We believe we must focus on five major strategic goals over the next 3-4 years. These goals and the supporting objectives outlined within this plan align COT with the Governor's previously listed priorities for the Commonwealth.

COT must focus on:

1. Customer Service Excellence

As a result of the Governor's Information Technology Infrastructure Initiative (I.3), COT has grown to an organization of nearly 800 technology professionals providing key and essential IT infrastructure services allowing more than 30,000 state employees to serve the needs of nearly 4.5 million citizens and the thousands of businesses, large and small that call Kentucky home. Customer Service Excellence is not merely a 'buzz phrase'- it is at the core of who we are and what our focus is going forward.

2. **Effective, efficient and innovative government through the use of enterprise information technology.**

Total Cost of Ownership is a common phrase in the world of business but many times pieces of the equation are overlooked or ignored because of a lack of understanding of everything that is needed 'behind the curtain' to make technology successful. Additionally, in these times of diminishing budgets, state government agencies must look beyond their own walls to see if existing capacity may already exist elsewhere or if desired purchases can be delayed or combined with other agencies to assure the economies of scale that allow for discounted pricing.

3. **Collaborative and participatory information technology governance**

Technology does not stand alone. It is an enabler that allows state agencies to perform their core functions better, faster and more cost effectively. With that mindset, technology governance must include people from all areas of state government, to ensure that all voices are heard and, when consensus is reached, that all areas understand how they will benefit or be affected.

4. **Highly skilled, motivated and effective workforce**

Without a skilled and professional workforce to design the architecture, procure the equipment, set it up properly, and monitor its performance and vulnerability, technology is little more than boxes of circuits and wires sitting on a loading dock. It is the people that make technology work, and having the right people with the right skills in the right position within COT is essential to providing the right services to the enterprise.

5. **Security-focused information technology environment and culture**

For all the positive benefits that technology has brought to mankind, it has also brought its share of negative consequences. For those that choose to walk on the darker side of society, technology has brought new ways to gather personally identifiable data (PID) and utilize it for the purposes of identity theft and/or the sale of that information to others for similar nefarious goals. COT must instill not only within itself but also within the entire Executive Branch awareness of the great responsibility we have to protect the information we collect and maintain to support our services.

COT has been entrusted by the Governor with a large responsibility. We take that responsibility seriously and are working diligently to make COT a model for enterprise technology not only within Kentucky but also to serve as an example to other state's that may consider consolidation efforts in the future. COT is 'building enterprise IT' in the Commonwealth.

Information Technology in Kentucky Government

In 2012, the Commonwealth underwent an [extensive IT Assessment](#) by Pacific Technologies, Inc. This assessment was to objectively review IT costs, service models, infrastructure, and governance structures and processes throughout the Executive Branch and, importantly, to do so from the perspectives of cabinet leaders, budget officers, and IT experts.

The full scope of this assessment included all IT resources and assets within the Executive Branch of Kentucky's government, with the exception of boards and commissions, departments headed by constitutional officials, and departments delivering direct educational services. Some smaller departments, primarily within the General Government cabinet, were exempted from providing detailed IT cost and labor data due to their lack of IT staff and modest budgets.

After an intensive review of the IT assessment report, in October 2012, Governor Beshear issued [Executive Order 2012-880](#): "Regarding the Centralization of Information Technology Infrastructure Resources across the Commonwealth".

Since that date, the Commonwealth Office of Technology has been engaged in the Information Technology Infrastructure Initiative (I.3) program, which when complete, will consolidate all IT infrastructure elements under the central authority of COT. While IT consolidations have been completed for several agencies at this point, others are only beginning, with others yet awaiting their starting date. Progress is reported monthly on the I.3 schedule site - <http://technology.ky.gov/Pages/COTI3.aspx> - with an anticipated completion in August 2015.

Core Values for Information Technology Across the Enterprise

The core values identified and agreed upon by all agencies involved in the development of this plan include:

- **Customer Service**—empowering individuals and organizations to provide quality services in a fair and timely manner
- **Being Constituent-focused**—aligning information technology services to agencies' business needs through collaboration and partnerships
- **Professionalism**—treating others with honesty, respect, and integrity, and fostering openness and trust
- **Stewardship**—managing information and financial resources responsibly
- **Being Forward Thinking**—embracing continuous improvement and adaptability
- **Transparency**—providing visibility, openness, and timely internal and external communication

The Commonwealth Office of Technology

Our Mission

To provide an enterprise technology framework and services supporting the current and future needs of the Commonwealth.

Our Vision

To enable a proficient government and support a 21st century economy by being a national leader in public sector information technology that is a trusted and valued business partner.

The Strategic Plan 2014 - 2018

Goal 1: Customer Service Excellence

Objective 1 To provide timely, accurate and consistent service delivery

Strategies:

- Assess agency service needs, identify COT competencies, and develop sourcing models for those services
- Document, enforce and constantly review internal business processes
- Staff functional areas to enable response/repair within established Service Level Agreements (SLAs)

Objective 2 To establish a comprehensive and transparent process for customer service evaluation and response

Strategies:

- Design a customer service process model, including accountability, follow up, and publication of results
- Review and refine existing customer service feedback vehicles

Objective 3 To improve ongoing COT/customer communication

Strategies:

- Develop and implement a comprehensive, internal and external communication plan that is consistent with the ITIL process model
- Leverage Business Relationship Managers (BRMs) and agency leadership engagement as a communication forum by having the BRMs report their findings to the COT management team on a regular basis

Goal 2: Effective, Efficient and Innovative Government through the use of Enterprise Information Technology

Objective 1 To optimize infrastructure service delivery within the Executive Branch

Strategies:

- Complete the implementation of the Information Technology Infrastructure Initiative (I.3) for executive branch consolidation
- Optimize key service delivery areas and related processes
- Complete optimization of infrastructure service delivery to ensure service levels, costs, and sourcing strategies align with industry standards and best practices

Objective 2: To leverage opportunities afforded by new technologies to enhance service delivery

Strategies:

- Aggressively pursue development of mobile apps and use of social tools
- Design a Center of Excellence program aligned with the goals of the Commonwealth and integrated with enterprise architecture

Goal 3: Collaborative and Participatory Information Technology Governance

Objective 1 To refine the enterprise governance model

Strategy:

- Identify and charter appropriate sub-committees and work groups

Objective 2 To facilitate the prioritization of agency legacy system modernization

Strategy:

- Establish a multi-disciplinary Technology Advisory Council (TAC) sub-committee to identify legacy systems and recommend priorities

Objective 3 To develop a technology life cycle model

Strategies:

- Develop a portfolio analysis of existing technology
- Identify long term strategic enterprise technology standards
- Establish sunset dates for COT support of outdated technologies

Goal 4: Highly skilled, motivated and effective workforce

Objective 1 To coordinate and streamline the COT human resource and staffing functions

Strategies:

- Establish COT human resources coordinator
- Identify and document human resource processes
- Assess and optimize human resource processes
- Establish a framework for IT recruitment

Objective 2 To build a skilled, cohesive workforce with increased understanding of COT operations

Strategies:

- Perform objective skills assessment to determine skill gaps
- Fund continued professional development based on skill gaps
- Establish leadership/mentoring program
- Review, revise and implement consistent COT staff on-boarding procedures

Objective 3 To explore alternatives to the current staffing model

Strategies:

- Assess the state's current classification and salary structure
- Develop a business case for restructuring Executive cabinet IT titles
- Garner enterprise-level executive support for the business case
- Establish guidelines for the use of contractors

Goal 5: Security-focused information technology environment and culture

Objective 1 To enhance and continually improve IT security

Strategies:

- Implement appropriate security policies based on National Institute of Standards and Technology
- Formalize the annual commonwealth cyber security exercise and incorporate lessons learned and recommendations from each exercise into the appropriate policies, standards, and procedures
- Constantly evaluate and enhance security toolsets and services
- Conduct a review of compliance with the roadmap for enterprise security and provide guidance to agencies
- Review, update, and continue implementing the roadmap for enterprise security

Objective 2 To raise awareness of the significance of security threats and vulnerabilities

Strategies:

- Assess agencies based on security awareness and make results available to agency leaders
- Create and distribute a series of quarterly security reports to agency leadership and the Governor's cabinet
- Complete, track, and evaluate effectiveness of COT's internal security awareness training
- Evaluate annual security awareness initiative to increase business unit participation

Priority Matrix

Goals	Objectives	Year 1	Year 2	Year 3	Year 4
1. Customer Service Excellence	1.1 To provide timely, accurate and consistent service delivery	X	X	On-going	On-going
	1.2 To establish a comprehensive and transparent process for customer service evaluation and response	X	X		
	1.3 To improve ongoing COT/customer communication	X	X	On-going	On-going
2. Effective, efficient and innovative government through the use of enterprise information technology	2.1 To optimize infrastructure service delivery within the executive branch	X	X	X	X
	2.2 To leverage opportunities afforded by new technologies to enhance service delivery		X	X	X
3. Collaborative and participatory information technology governance	3.1 To refine the enterprise governance model	X	On-going	On-going	On-going
	3.2 To facilitate the prioritization of agency legacy system modernization	X	On-going	On-going	On-going
	3.3 To develop a technology life cycle model		X		

Goals	Objectives	Year 1	Year 2	Year 3	Year 4
4. Highly skilled, motivated and effective workforce	4.1 To coordinate and streamline the COT human resource and staffing functions	X	X	On-going	On-going
	4.2 To build a skilled, cohesive workforce with increased understanding of COT operations		X	X	X
	4.3 To explore alternatives to the current staffing model	X			
5. Security-focused information technology environment and culture	5.1 To enhance and continually improve IT security	X	X	X	X
	5.2 To raise awareness of the significance of security threats and vulnerabilities		X	X	On-going

2013 Accomplishments

Commonwealth Office of Technology Organizational Transformation

- Hired a new Chief Information Officer to guide enterprise IT across the Commonwealth and to provide executive leadership to COT.
- Established a Business Relationship Managers (BRM) function to improve communications and interactions between COT and customer agencies.
- Transferred 236 technology infrastructure employees from various Cabinets to COT per Executive Order 2012-880

- Re-organized COT to establish new functional areas including an Office of Information Technology Service Management, a Data Management Division, and the Enterprise Architecture Division.
- Established a new governance model through creation of the Technology Advisory Council, which is chaired by the State CIO and comprised of representatives of business, fiscal, and IT leadership from executive branch agencies.

Kentucky Emergency Warning System (KEWS) Digital Upgrade

A major upgrade to the KEWS public safety communications network was completed in 2013. This network was originally brought on line in the early 1980's and has not seen an upgrade or expansion on this scale since its christening. What was state-of-the-art in 1980 proved to be woefully inadequate for 21st century public safety communications voice and data requirements. The new KEWS Digital Upgrade project successfully replaced this old system with a new state-of-the-art all digital IP-based network that provides vast improvements in capability, reliability, and maintainability. This vital system supports critical first responder agencies including the Department of Emergency Management, the Kentucky State Police, the National Guard and the Department of Military Affairs, the National Weather Service, Kentucky Educational Television, and hundreds of state and local first responders. The new KEWS network now provides multiple self-healing 155 Mbps rings across the state which easily supports all current public safety voice, data, video, and telemetry as well as the anticipated requirements for the next decade.

In addition to the upgrades to the network, a variety of site improvements were made which include upgrades to security, antennas, tower structures, emergency power, grounding, and site access. Many tests of the new KEWS system have occurred over this project's six year upgrade and most recently during one of Kentucky's winter ice storms. Despite large scale power failures and inaccessible roads the new KEWS network reliably provided first responders with uninterrupted communications support throughout the event. Collectively this new KEWS network provides Kentucky's first responders with a far more reliable and robust network in which to serve and protect its citizens.

Enterprise Security Policy Established

The Office of the CIO implemented an enterprise IT policy stating that we would align the Commonwealth's Enterprise Information Security Program with the security framework of the current National Institute of Standards and Technology (NIST) Special Publication 800-53 Security and Privacy Controls. COT plans to develop a series of additional CIO policies to help agencies better understand exactly what alignment with NIST requires from them.

Discounted Workstations Provided

In 2013, the Office of Broadband Outreach and Development (OBOD) facilitated the donation of more than 60 surplus computers to 22 Community Action Centers, primarily in eastern Kentucky. In February of 2014, OBOD partnered with the Office of Regional Outreach at Murray State University, and donated 125 refurbished computers to be used in new e-Learning centers in four western Kentucky counties. The state computer donation to MSU builds on the recent announcement of Gov. Beshear and Congressman Hal Rogers to extend high-speed broadband Internet access to the farthest reaches of the Commonwealth. The e-Learning centers will provide computer access and educational programming to citizens who may not have access anywhere else.

Ongoing Initiatives

Next Generation Kentucky Information Highway (Next Gen KIH)

Next Gen KIH will be a statewide middle-mile communication network, focused on meeting current needs, but more importantly, positioning Kentucky to be a national leader in high-capacity internet service connections. The Commonwealth is working closely with the [Center for Rural Development](#) (CRD) and the "[Shaping Our Appalachian Region \(SOAR\)](#)" initiative created by U.S. Congressman "Hal" Rogers and Governor Beshear. Congressman Rogers and the CRD are focused on providing high-capacity and high-speed internet access to one of Kentucky's most underserved areas, Eastern Kentucky. While Eastern Kentucky is a priority area, once deployed the network will be statewide. The architecture for this network-based, optical fiber backbone shall be modeled to ensure reliability, redundancy, and resiliency. The network will be comprised of multiple sites and will be structured to ensure high availability and high speeds. Support sites will be strategically located throughout the Commonwealth and serve as points for last mile connections which will serve local communities.

Kentucky From Above

The KyFromAbove initiative will continue the effort to build and maintain a current basemap for the Commonwealth that can meet the needs of its users at the state, federal, local, and regional level. A common basemap, including current color leaf-off aerial photography and elevation data (LiDAR), reduces the cost of developing GIS applications, promotes data sharing, and add efficiencies to many state agency business processes. It is planned that access to the basemap data will be made available in the public domain. New leaf-off aerial photography has been acquired for 30% of the Commonwealth and LiDAR has been acquired for 70%. It is anticipated that the effort will be completed after the 2016 acquisition.

Alternate Data Center

In the fall of 2012, the Commonwealth Office of Technology awarded a facilities services contract that would be the foundation of the Alternate Data Center (ADC). Since that time, the

ADC has reached its initial baseline for disaster recovery services through the deployment of VOIP Telephony, Active Directory, Email, VMWare, storage, AIX/UNIX, and mainframe platforms. The ADC currently has the capacity to protect and restore applications on the COT Business Continuity Program, previously known as the Business Continuity and Recovery Services (BCRS) Contract, but will continue to expand as more agencies attain IT services from COT as part of the IT Infrastructure Initiative (I3). The ADC provides cost effective business continuity capability, flexibility, and availability to critical IT systems and applications across the Commonwealth.

Managed Print Services Program

In 2012, the Commonwealth entered into a five year agreement with Xerox to provide a comprehensive Managed Print Services program. This program entails four primary phases. The first phase deals with the discovery and classification of all print equipment within the Executive Branch. Phase two consists of site surveys and agency interviews with a focus on gathering equipment usage, placement, and business need. This information is then examined by a Xerox Business Analyst who uses best practices, modeling, and other tools to create an optimized print solution for the agency. This design is then reviewed with agency staff to ensure that all needs are met. Optimized agencies are currently saving the Commonwealth approximately 40% in direct print associated costs. These first two phases are expected to be completed in 2015. The additional phases will occur throughout the program and deal with the optimization of processes and print elimination.

Legacy System Replacement

COT staff are leading the development of multiple enterprise programs facilitating the replacement of legacy systems and modernization of agency business processes. The Kentucky Business One Stop Program (KyBOS) is a critical element of this development. KyBOS provides the establishment of a centralized master record for Commonwealth business information; a unique Commonwealth Business Identification number (CBI) which will be used to facilitate communications between KyBOS and agency services to businesses: a unified business registration for the Secretary of State and the Department of Revenue; identity management for agencies and businesses accessing KyBOS services; and electronic filing and payment options. The KyBOS Portal will be expanded to other agencies, including Education and Workforce Development's Unemployment Insurance Program, so businesses can have a seamless experience to government services. The Program's core technology components provide capabilities for COT to modernize other agency legacy systems, including the Cabinet for Economic Development's new Business Industry and Growth System (BIGS). These changes mark a strategic change in the development of applications as COT establishes critical data as a core service in the architecture to facilitate quicker and more efficient modernization. This will also allow greater cost savings and efficiencies for the agencies as data is maintained more easily and is more accurate for compliance and business functions.

The Future

We believe Kentucky's future is bright. Leadership at all levels understands the value that information technology brings to state government. With a strong CIO in place, a cross-agency agreement on where IT is collectively headed, a dedicated IT staff, and a governance model that focuses on consensus and transparency, there is little limit to what can be accomplished to allow the Commonwealth Office of Technology to fulfill its vision as a recognized national leader in information technology.

COT Fast Facts

COT Staff:

- 504 full-time state employee positions
- 249 contractors (via hourly-based engagements)

COT Budget:

- Enacted appropriations \$139 million in FY15
- Generally, the COT budget is allocated as 50% personnel costs; 44% operation expenses; 6% capital outlay
- COT receives no direct general fund appropriation

The Organization:

- Oversees mailboxes for 39,145 users
- Processes 700,000 inbound email messages/ day; 300,000 delivered after spam filtering
- Processes 200,000 outgoing e-mail messages/ day
- Support 32,000 desktops/laptops
- Support 2682 total servers(1995 virtual and 687 physical)
- Process 9,000 (est.) monthly requests for service through the COT service desk
- Manages the Kentucky Emergency Warning System (KEWS), a high-speed, digital, statewide microwave radio network that provides voice and data communications for public safety and first responders. The KEWS network supports:
 - Radio communications for: Kentucky State Police, Department of Military Affairs, Fish and Wildlife Commission, FBI, Transportation Cabinet, Kentucky Vehicle Enforcement, Forestry and others;
 - Video transmissions for Kentucky Educational Television (KET) programs;
 - National Weather Service weather alerts delivered to weather radios owned by citizens of the Commonwealth, as well as Integrated Flood Observing and Warning System (IFLOWS), which sends data about the amount and rate of precipitation in a given area so the NWS can warn of flash floods;

- The Chemical Stockpile Emergency Preparedness Program (CSEPP) a 16-county warning/communication system slated for use in the event of a chemical accident at the Blue Grass Army Depot.

Storage Capacity:

- Network Attached Storage: 290 TB; 200 TB remote
- Storage Area Network: 1.1 PB local, 430 TB remote
- z/OS Disk Storage: 35 TB local; 70 TB remote
- z/OS Virtual Tape Server: 143 TB local; 143 TB remote
- Data Domain (disk backup) 524 TB
- Total stored in Tivoli Storage Manager: 383TB / 1,249 client nodes
- Average data backed up daily across 9 TSM servers: 5 TB

Geographic Information Systems:

- Kentucky is considered one of the Top 5 states in the country in GIS data and applications.
- Administers the Kentucky Aerial Photography and Elevation Data Program which will acquire new LiDAR and Imagery for the entire Commonwealth.
- Deployed "Stimulus Mapping Site" that catapulted Kentucky from a rank of 47 to No. 2 nationally.
- Deployed "Kentucky at Work" Transparency Mapping and received the top national ranking - the only state to receive an "A" grade.
- Continued development and maintenance of a world-class geospatial data warehouse for the Commonwealth.
- Provide access to web mapping services that support a variety of applications such as the Commonwealth Map, the Mesonet Weather Mapping Viewer, and Water/Wastewater Utility Mapping.
- Obtained grant funding to support quarterly geospatial data archiving from the U.S. Library of Congress.
- Provide annual incorporated city boundary information to the US Census on behalf of all Kentucky cities.
- Coordinates geospatial data updates with every Executive Branch Cabinet

Application Development:

- Benefits totaling \$533,071,596 were paid to 178,411 Kentucky citizens through the Unemployment Insurance System through Kentucky's Electronic Workplace for Employment Services (KEWES)
- Collected \$347,749,450 in property tax funds from vehicle registration, and nearly \$427 million in motor vehicle usage tax via the Vehicle Registration System (AVIS).
- Processed about 3.3 million drivers licenses across 120 counties through the Drivers License System (KDLIS)
- Collected more than \$246 million year-to-date in taxes and permit fees for Commercial motor carriers through the Automated License and Taxation System (ALTS).

Network Management:

- The Commonwealth's MAN (Metropolitan Area Network) provides high speed, high availability connectivity (99.995%) for users in the Frankfort area utilizing a geographically diverse, redundant fiber optic ring technology for the transmission of voice, video and data for mission and business critical systems.
- The Commonwealth's WAN (Wide Area Network) provides over 1800 interconnected sites across the state including state agencies, libraries, local government, health departments and one hundred and seventy-four (174) school districts with over 1,243 schools.
- COT manages 48 Firewalls protecting the data and intellectual assets for the Commonwealth.

VOIP/Telephony:

- Redundant Avaya Aura Communication Managers at the Commonwealth Data Center (CDC) and the Alternate Data Center (ADC) provide a highly available phone system:
- Capable of delivering phone service to 30,000 instruments
- Projected deployment of 10,000 instruments by July, 2015
- Avaya Aura Messaging for voice mail system
- Desktop messaging enables users to receive their voice mail in their Outlook inbox
- Avaya Soft-phone for laptops, iPads, and iPhones enable traveling to utilize the phone system with the same functionality as using their desk phone.
- Extension to Cellular allows Executives and approved users to receive calls on their desk phone and cell phone simultaneously via a single telephone number (the user's desk phone number).
- Toll avoidance capable of reducing long distance charges by sending calls across the data network.

Data Management Services:

- IBM InfoSphere Information Server tools:
 - 12 developers on staff with 80 combined years of DataStage experience
 - 5 TB of storage used
- Business Glossary - enterprise vocabulary and classification:
 - 5,200 terms in 270 categories imported from 15 mini-glossaries
- Information Services Director - Web Services and Service Oriented Architecture (SOA):
 - Address certification web services processed more than 3.4 million real-time requests.
 - CHFS child support web services processed more than 150,000 real-time requests.
- DataStage - enterprise integration, extraction, transformation, and loading (ETL) and QualityStage - data cleansing, standardization, and matching:
 - More than 10,000 jobs in 40 projects.
- Information Analyzer - data profiling and data quality assessment:
 - More than 1,000 tables profiled from 17 data sources
 - 515 GB profiling database
- Federation Server - diverse data connectivity gateway:

- More than 1,800 tables from 33 data sources
- 1.25 Terabyte database

Enterprise/Architectural Standards:

- Enterprise Architectural Standards across 10 domains and 125 sub domains encompassing more than 300 IT products