BUSINESS AND IT/IRM TRANSFORMATION PLAN

BUSINESS AND TRANSFORMATION IT/IRM STRATEGIC PLAN

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1.0 INTRODUCTION

1.1 PURPOSE

The State of Hawai'i Business and IT/IRM Transformation Strategic Plan establishes the foundation for a fundamental re-thinking of the way the government of the State of Hawai'i performs its mission. This plan is not about just technology; it includes, and is in fact driven by, a transformation of the business processes of the State – the way we conduct business. Naturally, technology will play a significant role in enabling this transformation and new way of doing business, but it is the mission, vision, goals, objectives, and performance measures established in the State Strategic Plan that guide the creation and use of information services in support of the State of Hawai'i's diverse missions. This plan describes how the business and IT/IRM transformation will work hand-in-hand over the next decade to create an information-enabled enterprise that benefits all the citizens, stakeholders, and employees of the State of Hawai'i.

1.2 SCOPE

The State of Hawai'i Business and IT/IRM Transformation Strategic Plan is being developed by OIMT to ensure that the necessary information services are appropriately planned, invested in, and implemented based on mission requirements identified in the State's Strategic Planning Framework being developed jointly by the Office of Planning (OP) and OIMT in consultation with Department Directors. OIMT is developing this Strategic Plan with recognition that the future information service environment must be secure, well managed, and delivered by a highly skilled and trained workforce. The Plan is presented in two parts, although the parts are inextricably linked.

The first part is the Business Transformation of the State of Hawai'i. Before we can implement new technologies, it makes sense to re-examine the processes we use, processes that were developed before the capabilities of current information technology were available. Rather than simply automate old processes, the first step is to reengineer the way we operate. This transformation effort has a set of goals, objectives, and performance metrics that we will use to assess the success of our transformation efforts.

Figure 1 - Relationship of Transformation to the State's Strategic Plan

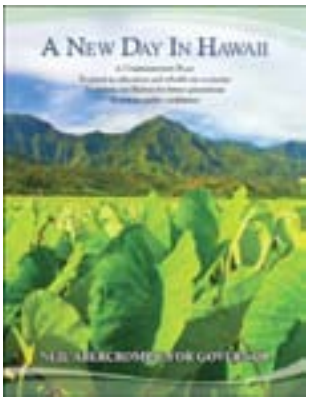
The second part is specific to IT/IRM. While the transformation of the State's IT/IRM enterprise will occur simultaneously with the Business Transformation, it is the Business Transformation that will drive the IT/IRM transformation, not the other way around. IT/IRM investments must support the requirements identified in the reengineered business processes in order to deliver the greatest value.

As depicted in Figure 2, the transformation effort is a subset of the overall State Strategic Plan. That is, not every aspect of the State Government will be transformed—the focus is on business processes, information flows, and technology. Other aspects of the State of Hawai'i enterprise, such as the mission goals and objectives, will not be transformed. We are transforming how we deliver value to the citizens, not specifically what services we are providing to them.

Some of the transformation will be purely related to policies, processes, and organizations, while some will be related to IT/IRM. Similarly, some (perhaps most) of the State's IT/IRM enterprise will be transformed, but OIMT's responsibility also extends to maintaining and operating the steady State portions of the IT/IRM enterprise that fall outside the scope of transformation.

Planning of information services begins with mission requirements detailed in the State of Hawai'i Strategic Plan. OIMT's vision is to architect, invest, and implement services and solutions that enable achievement of the objectives in the State Strategic Plan. Based on the goals and objectives in the State Strategic Plan and the Business and IT/IRM Transformation Strategic Plan, IT and mission personnel will partner in effort to architect their designs for the future. The many State mission areas are analyzed, prioritized, and scheduled for architectural planning; that schedule of efforts and the subsequent modernization activities are tracked in the Transition and Sequencing Plan. The Transition and Sequencing Plan highlights the State's existing and planned projects, integration among the various initiatives, and technology infrastructure modernization initiatives.

1.3
THE GOVERNOR'S NEW DAY PLAN AND TRANSFORMATION OF GOVERNMENT



The guiding document for our transformation is the Governor's New Day Vision, and the State Strategic Plan that is being developed to implement that vision. These documents describe the Administration's priorities for delivering high-value services to the citizens of Hawai'i. While the processes, policies, and technology infrastructure we will put in place in the coming years will be adaptable to any administration's specific priorities, today those priorities are established by the New Day Vision.

The New Day Vision provides direction to the transformation effort by establishing the areas in which the State of Hawai'i will focus its mission efforts; the business and IT/IRM transformation will therefore focus first on delivering improved capability, efficiency, and effectiveness to these priority areas. As the transformation progresses, other areas will benefit from the efforts made in the initial phases, ultimately building to a State enterprise that is agile, sustainable, and secure in every mission area.

At the direction of the Governor, the Office of Planning and the CIO engaged in developing this Strategic Planning Framework to operationalize the Governor's vision and priorities spelled out in the New Day vision and lay the foundation for a Hawai'i State Government that is transparent,

goal-oriented, and data-driven. This framework will support the CIO's Business Transformation Plan, which will enable cross-agency, inter-jurisdictional implementation of the broad policies and desired outcomes of the Governor and his agencies.

The Strategic Planning Framework establishes the mission, vision, goals, objectives, and performance metrics for the LOBs of the State of Hawai'i, in much the same way that this Business and IT/IRM Strategic Plan establishes them for Business and IT/IRM Transformation. It provides OIMT and departmental leaders with the context for making decisions with respect to transformation efforts and priorities—what are we trying to accomplish and how should we do it? If transformation is about doing things better, the Strategic Planning Framework establishes what those things are, and how we can tell if we are doing them better. Transformation for the sake of transformation is an empty exercise—only when we have defined what we want to transform and what improvement will look like can transformation be truly effective.

Like this plan, the first version of the Strategic Planning Framework is not final, nor is it static. It is a living document—intended to be shaped and sharpened as the needs and goals of the State change or come further into focus. Eventually, it will present opportunities to reduce and refine duplicative, outdated, and unnecessary reporting, budgeting, and planning systems.

The New Day Vision sets forth the following areas as priorities for the Administration:

GROWING A SUSTAINABLE ECONOMY

- New Day Work Projects
- Renewable Energy
- Food Security
- Innovation Economy
- Improvements on Public Lands
- Environmental Stewardship
- Culture, Arts, Creative Industries

INVESTING IN PEOPLE

- Early Childhood
- Education and Workforce Development
- Healthcare Transformation
- Safety Net, Homelessness, Public Safety
- Housing

TRANSFORMING GOVERNMENT

- Information Technology
- Fiscal Management
- Operations Management
- Customer Service
- Civil Defense and Security

1.4
STRATEGIC DRIVERS – WHY ARE WE TRANSFORMING?

Why is transformation necessary for Hawai'i? There are many reasons, but rather than present them here as new ideas, we will instead present the findings of four recent analyses into the State's business and IT/IRM operations. These analyses are:

- 2009 Audit of the State of Hawai`i's Information Technology: Who's in Charge? (March 2009)
- Report of the Task Force on Reinventing Government (January 2010)
- State of Hawai`i Information Technology Transition Document (February 2011)
- Baseline Assessment (September 2011)

The recommendations of these studies are summarized in the appendices, along with a reference to the document and section of the overall Transformation Plan where each recommendation is addressed. A

description of each analysis, along with a selection of significant findings of each, is presented below.

1.4.1 AUDIT OF THE STATE OF HAWAIʻI'S INFORMATION TECHNOLOGY: WHO'S IN CHARGE?

In 2009, an audit of the State's IT enterprise was conducted pursuant to Section 23-4, HRS. It was the first time a statewide audit of IT had been performed. The Office of the Auditor procured the services of Accuity LLP to review pertinent laws, policies, and documents; interview system users, among others; and compared successful IT governance structures of other states with Hawaiʻi's. The output of the audit, summarized in Report No. 09-06, identifies two primary findings:

- Finding 1: Weak and Ineffective Management
  - CIO role, authority, and responsibility not clearly defined
    - 16 core CIO responsibilities not fulfilled
  - IT Executive Committee poorly planned, supported and managed
    - Executive Committee and Technical Committee created by CIO without mandates
    - Voluntary, spotty attendance
    - Nonbinding decisions
    - 90% of initiatives incomplete
  - Executive Committee not operating as IT governing body
    - No IT strategic plan risks waste, inefficiency
    - No one responsible for statewide view
  - Highest technology risk unaddressed
    - Continual absence of alternate data center
    - Major disruption could cause State to stop functioning
    - 2006 and 2007, administration did not support DAGS request
    - State has failed to develop and implement adequate solution
- Finding 2: State No Longer Has Leader of IT
  - State followed typical pattern of IT development—centralized to distributed
  - Remaining central entity does not coordinate or plan statewide
  - ICSD ceased creating IT standards
  - Department IT managers have lost confidence in ICSD
- Conclusions
  - State fell behind when IT moved from centralized to decentralized systems
  - IT governing bodies have been ineffective in managing IT
  - Roles and responsibilities of IT governing bodies require extensive re-design
  - State will be challenged to find the balance between centralized IT governance and decentralized IT operations
  - If IT management does not improve, State will be eventually compelled to outsource IT

1.4.2 REPORT OF THE TASK FORCE ON REINVENTING GOVERNMENT (JAN 2010)

House Concurrent Resolution No. 76, B.D. 1, S.D. 1 (2009) (Concurrent Resolution), established a Task Force on Reinventing Government to examine the existing operations and organizations of Hawaiʻi's State government and recommend ways to make Hawaiʻi's government more efficient. The Task Force on Reinventing Government was formed in October 2009 and gathered together a varied group of government leaders, State agency and department heads, community leaders, nonprofit organization leaders, and business executives from around the State. In light of the financial strain that Hawaiʻi faces due to the world economic downturn and resulting decline in tax revenue, the group was tasked with examining opportunities to reevaluate and restructure State government operations and organizations to do more with fewer resources in order to weather current economic crises and prepare for future challenges.

Pursuant to the Concurrent Resolution, the Task Force consisted of two members representing the financial sector, two members representing public and private sector labor, two members representing the tourism industry, two members representing the Legislature, one member representing the Executive Branch, and one member representing the Judiciary. Of these, four members were appointed by the Senate President, four members were appointed by the Speaker of the House of Representatives, one member was appointed by the Governor, and one member was appointed by the Chief Justice of the Hawaiʻi Supreme Court.

The Task Force was focused on the business operations of the State and made recommendations in six areas:

1. Education
2. Land and Natural Resources
3. Human Services
4. Business, Economic Development, and Tourism
5. Transportation
6. Human Resources Development

As the work of the Task Force and the Subcommittees progressed, discussions among all groups addressed the common need for integrated information technology systems across all State agencies. Because this recommendation extended broadly across all of the issue areas, the Task Force recognized that changes in information technology offered opportunities for improvement in all sectors of State government operations. Accordingly, the Task Force as a whole chose to recommend these changes to the State's information technology structure. A summary of their findings is below:

In examining the various branches of state government, a reoccurring opportunity became apparent: increase technology solutions. The Task Force finds that utilization of technology throughout state branches is fragmented and is not governed by a consolidated strategic vision or plan. Except for a few core applications (i.e., accounting, payroll, etc.), most major departments within state government have been allowed to independently build and maintain their own hardware, operating systems, and applications software. These attempts have been hampered by sporadic funding, limited information technology (IT) expertise, and no coordinated strategy.

As the demand for government services has increased, the State's solution has often been to increase positions and staff workloads, as opposed to relying on automated solutions and upgraded

processes. Therefore, budgets have risen, customer service expectations exceed capacities, and worker morale and productivity have been impacted.

Additionally, because technology investments are siloed into various branches of government, the economic and operating synergies of shared equipment and expertise for leveraging application solutions across departments have been limited, as have purchase/vendor contract savings. (For example, the Judiciary has an automated "leave and earnings statements," and yet, the Department of Human Resources Development does not.)

Another weakness of our existing decentralized model is the missed opportunity of viewing technology as a catalyst to fundamentally transform the way government delivers its services. A more centralized model would offer the State not only cost saving synergies, but it would also provide an opportunity to improve the way we view customer service delivery and employee productivity - such as in the classroom, in human resources, and in the procurement office. Additionally, this model would offer better information technology career pathing to attract talented high-tech individuals into state government, as well as offer staff development, training, and redundancy. Lastly, a more centralized governance structure would afford the State better data information management (for better decision making and planning), improved data security, and an ability to provide upgraded online customer service across different government departments.

1.4.3 STATE OF HAWAI'I INFORMATION TECHNOLOGY TRANSITION DOCUMENT (FEB 2011)

In response to the 2009 Audit and the 2010 Task Force report, and in anticipation of the enactment of Act 200 establishing the State's Chief Information Officer, the Information Technology Governance Technical Committee provided a set of recommendations to the Comptroller/CIO to provide a foundation for an enterprise-wide approach to the management of information technology. The Transition Document provided a road map to achieve the following goals:

- A vision for statewide IT governance
- A framework for the Shared Services Technology Fund, which aligns business goals to organized funding, creating a relationship between fees and usage
- Establishment of a CIO position
- A hybrid organizational structure that would align staff resources into two focus areas:

– Developing and creating business specific solutions and services

– Providing support for common State services utilized by all agencies

This document was signed by all the members of the IT Governance Technical Committee and presented to the Comptroller in February 2011.

1.4.4 BASELINE ASSESSMENT (SEP 2011)

In September 2011, OIMT released a report that details its information technology (IT) assessment, a critical component in its long-term plan to transform technology. The assessment, which includes a Baseline Assessment and Benchmarking Report, was conducted by Science Applications International Corporation (SAIC) in close collaboration with all State departments and is the first phase of the State's multi-year initiative to modernize its IT and IRM systems. The goal of the State's technology transformation initiative is to make government more efficient and improve services for the people of Hawai'i while reducing costs.

The report explains that the State's budget reductions over the last decade and lack of centralized governance of IT and IRM have resulted in minimal integration of business processes between departments, duplication of efforts and redundant processes, and aging legacy systems. Further, the State's current level of investment for IT and IRM is inadequate compared to benchmark standards found in other States and existing best practices.

1.5 LINES OF BUSINESS & CROSS-AGENCY COOPERATION

Today, the State of Hawai`i is organized into 18 separate departments, each operating independently, with cooperation and sharing of resources the exception rather than the rule. This siloed approach has primarily evolved due to the manner in which funding is provided at the program level and because the technology to share information and services across departments did not exist when they were first established. To facilitate the business transformation of Hawai'i and to extract the most value from our limited resources, we need to think of our enterprise in a new perspective. This does not mean elimination or merging of departments, but it does mean that some of the functions that are today replicated across departments will be provided as a common, shared service across all of them, leaving the departments themselves to focus on their mission areas.

This new approach, called the Enterprise Business Architecture (EBA), looks at the State Government from the standpoint of LOBs. That is, by grouping the activities of the State by the desired end outcomes, we can better identify opportunities to work across organizational boundaries. Hawai'i's LOBs are depicted in Figure 3.

While many of the LOBs correlate directly to a department within the State, the LOB is not intended to represent a single department. In most cases, a LOB will have business functions that are shared across multiple departments. For example, the LOB for health includes business functions provided by the Department of Health for the State, while the LOB and its business functions for health is shared with other departments such as the Department of Education, which is responsible for the health of students. This is an example of where a single department within the State is identified and designated as the steward for the LOB for health while other departments within the State are identified as stakeholders in the policy and activities the steward of the LOB develops and provides.

The LOB structure was developed with departmental directors as the first step in

Figure 2 - Hawaii's Lines of Business

identifying the opportunities for horizontal integration, improving the management technology investments from an enterprise portfolio perspective, and providing a building block in defining the complete State's enterprise architecture. LOBs are divided into two main areas: core mission services and support services. The core mission services are those LOBs that directly produce value to the citizen – they are the reason for government to exist. These LOBs and the business functions that compose them are specialized and require unique processes and technology to deliver.

The second group, the support services, is those LOBs that support the operations of the core mission services. Each department relies upon these services. Today, many of the departments provide them for themselves, leading to duplication of effort, redundant systems, uncoordinated information, and wasted resources. The transformation will focus on finding ways for the departments to share these support services, streamlining operations, achieving efficiencies, and allowing departmental personnel to focus on their core mission.

The Value Chain shows how the support services provide value to the core mission services, and it is those core mission services that produce the outcomes for the stakeholders, ultimately delivering on the promise of the New Day Vision.

Figure 3 - Value Chain for the State of Hawaii

1.6
WHAT DO WE MEAN BY TRANSFORMATION? ALIGNMENT OF BUSINESS AND IT

Transformation involves every department, every process, and every person in the enterprise. It is not a series of disconnected projects, but rather a new way of thinking. This Strategic Plan is an attempt to provide State employees and citizens alike with an understanding of what we are trying to accomplish, and how we intend to accomplish it.

Transformation involves a structured planning discipline that enables an organization to transform its operations, making it more efficient and more effective in performing its mission by getting the right information to the right person at the right time. The role of business and IT/IRM professionals is not only to document how things are being done but also to work collaboratively with the organization's mission and business areas to find ways to identify and implement the opportunities for improvement. True business transformation can only be achieved by working directly with business organizations and enterprise governance groups as a trusted change agent.

The foundation of successful transformational programs is high quality governance and guidance. Governance provides a mechanism to receive official feedback, validation, and approval of business transformation efforts. OIMT is leveraging best practices from the IT Governance Institute to develop and refine the State's governance structure and processes in order to accomplish four key goals:

1. *Strategic Alignment:* Focus on aligning IT investments with Hawaii's business needs.
2. *Value Delivery:* Focus on optimizing expenses and providing value to the citizen.
3. *Risk Management:* Focus on leveraging EA for continuity of operations.
4. *Performance Measurement:* Focus on tracking project delivery and

Stated another way, the strategy for transformation includes ensuring that State government is cost-effectively and efficiently managing all resources (e.g., investments, revenues, employees, information, technology) and delivering services and programs to all stakeholders (e.g., citizens, businesses, cities, counties, State employees, State government) in a manner they want/need; and operating in an aligned, streamlined, and integrated manner so that stakeholders' service expectations and information needs are met in terms of quality, timeliness, reliability, and transparency.

The Performance Improvement Life cycle, established by the Office of Budget and Management (OMB) of the Federal government, is composed of three phases: Architect, Invest, and Implement. OIMT will use this basic structure in managing the transformation of the State of Hawai'i. Each lifecycle phase is comprised of integrated processes to transform an agency's top-down strategic goals and bottom-up information services needs into a logical series of work products.

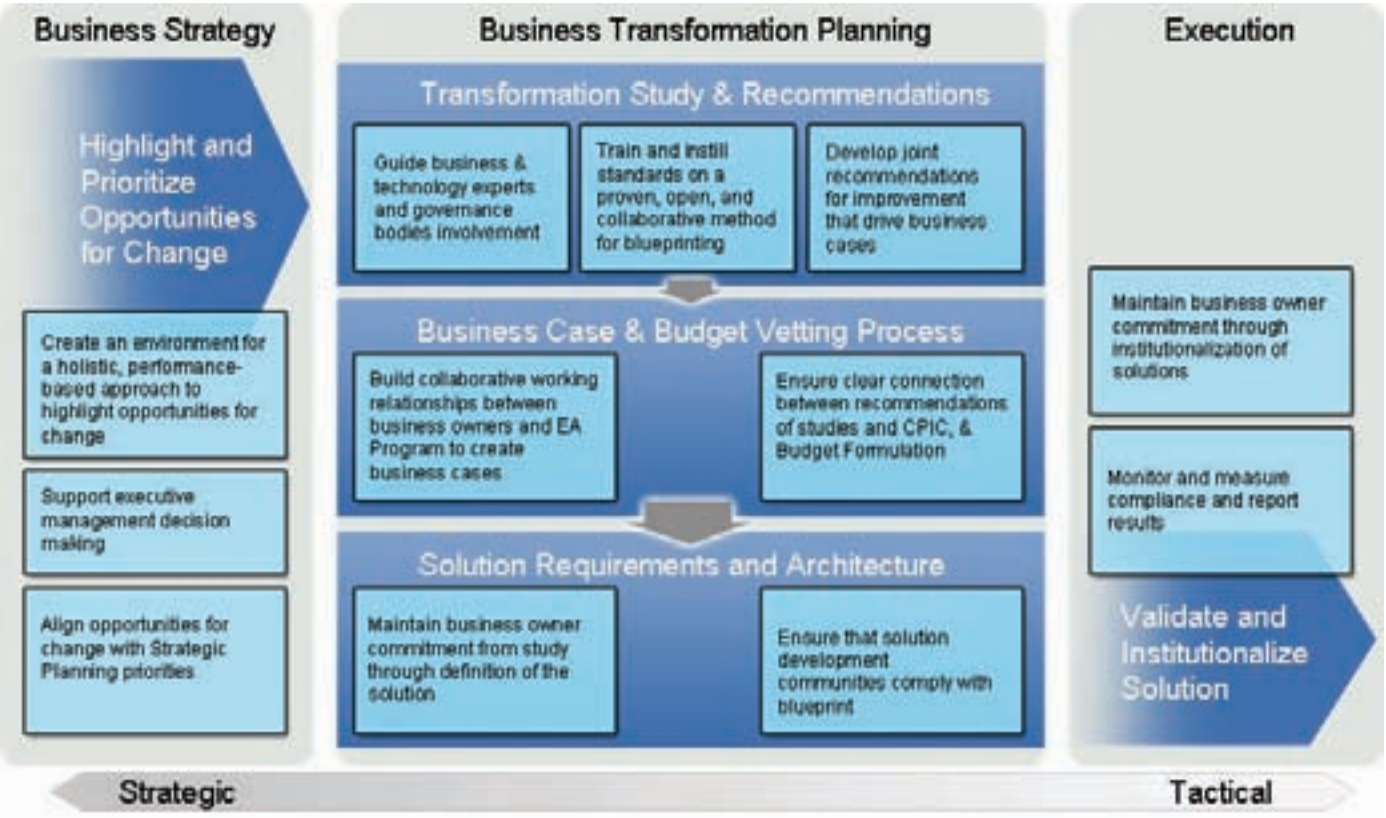


Figure 4: Business and IT/IRM Transformation Strategy

They are designed to help prepare better plans, make good investment decisions, and implement needed information services and solutions. The Performance Improvement Life cycle provides a means to accomplish the Administration's New Day Vision goals by improving the IT investment planning process and eliminating duplicative and poorly managed projects. The Performance Improvement Life cycle provides the foundation for sound information resource management practices, end-to-end governance of investments, and the alignment of investments with Hawai'i's strategic goals.

Transformation begins by providing decision-makers with a rigorous and structured approach to understanding their enterprise—what it does, how well it does it, and what tools and resources it use to accomplish its mission. The foundation to this approach is Enterprise Architecture (EA). Because the scope of transformation goes beyond technology, EA captures the relationships and information flows among all the components of the organization: goals, strategies, processes, services, people, applications and systems, technology and infrastructures, and data. EA provides the line-of-sight from the enterprise's strategic goals through policy, processes, organization, and tools, to the everyday activities of each member of the community. By capturing the relationships and exchanges among these various entities, EA provides leadership with the information they need to make informed and rational decisions.

EA delivers value to leadership through a rigorous, structured discipline that must be taken seriously and closely integrated with every aspect of the enterprise, from strategic planning, budgeting, performance management, financial management, human resources management, and IT. If it is, no more powerful tool exists for delivering real transformational value.

The value of EA is best realized at the enterprise level; that is, by identifying opportunities for re-use and consolidation across current State stove-piped functional areas. However, creating a full-blown enterprise architecture across the entire State is a daunting challenge that would likely require more resources than the effort could return in potential benefits. The solution is to use a segmented approach, where core mission areas, business functions, and enterprise services are defined and analyzed separately, as segments of the enterprise, but with an eye toward integrating the segments into a coherent whole. This approach is especially critical in a federated architecture like Hawai'i's. While each department has its own mission and culture and should be free to perform its function as it best sees fit, by achieving a degree of agreement or harmonization across them, opportunities for sharing and re-use can be more easily identified and realized. The key to a federated model is knowing what to centralize and what to preserve at the department level. When the departments understand the value of sharing what can be shared while maintaining their authority and autonomy with respect to their unique mission requirements, the federated model can be successful.

Another critical aspect of the transformation effort is the concept of lifecycle management. That is, managing an investment, whether it is an investment in business process engineering or information technology, from initial concept through development, implementation, operations, and finally retirement to assess the overall return on investment. OIMT's integrated lifecycle management processes tie strategic planning, EA, portfolio management, budgeting, acquisition, project management, and security into one coherent process that can be monitored and managed on a by-exception basis through the implementation of management dashboards.

1.7 ORGANIZATIONAL CHANGE MANAGEMENT – THE JOURNEY AHEAD

The majority of challenges we face are not related to technology or process. Rather, our most important and critical challenges are based on the human impact of change. The transformation will have very tangible effects for many people. In order to ensure that the uncertain and uncomfortable nature of change does not de-rail the project, we will develop a rigorous change management approach. Adopting a proactive approach to helping people transition allows us to more quickly identify roadblocks, gain widespread support, and build the momentum needed to drive the realization of our vision.

Communication and change management are the foundation of successful transformation. Business owners must come to realize the value of spending time with the transformation team, mapping processes and information flows. Executives need to see value in the investment they make in business process reengineering. Project managers have to understand how their systems and initiatives interact with and influence others. A good transformation program provides this information—a great one takes it to the people. Proactive outreach can call attention to the benefits of transformation, and the ways it can be used to find and implement improvements in the operations of the organization.

OIMT understands that strategic communications are an absolute necessity for an effective, results-oriented transformation program. Without targeted and sustained outreach, good ideas can be lost and business transformation can be stalled. This is especially true of a large federated organization like Hawai'i. Close coordination with the departments is critical, and OIMT will actively engage with the programs throughout the State government. We strongly believe that the interaction between OIMT and the departments must be two-way, frequent, and collaborative.

Our communications plan defines the overall communications strategy and approach as well as details the key messages and communications tactics, tailored to specific stakeholders. OIMT will also coordinate internal and external communications while leveraging knowledge management tools to enable collaboration, conduct peer reviews, share best practices, and effectively manage workflow.

1.7.1 THREE PHASES OF TRANSITION

Change is a quick process. The hiring of a State CIO is a change that happens immediately. But a transition is different. A transition deals with the human elements caused by change, and transitions take time. There are three phases of transition:

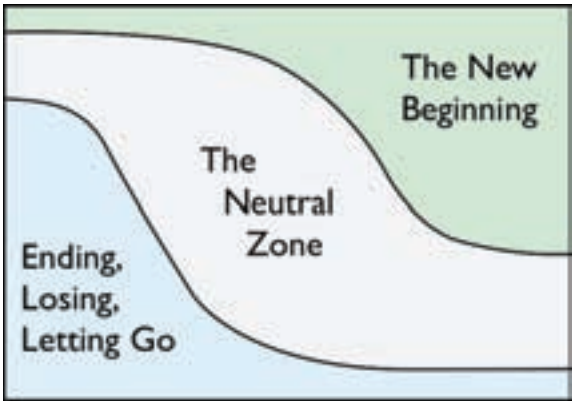


Figure 5 – Phases of Transition (Bridges, 1991)

Each phase has a number of feelings that accompany it. The figure below depicts the feelings and behaviors stakeholders may experience throughout the transition:

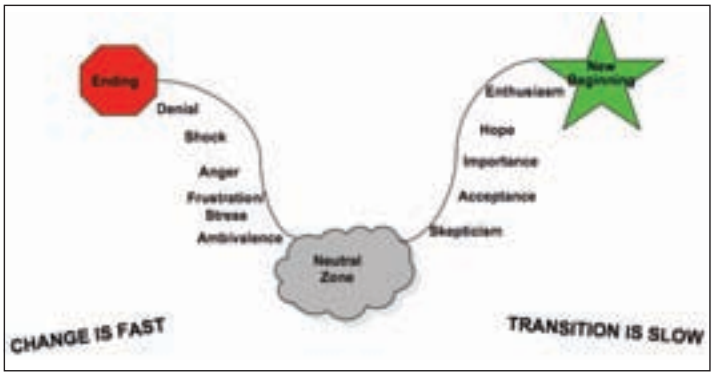


Figure 6 – Feelings of Transition (Bridges, 1991)

It is easy to focus on the far-reaching benefits of the transformation and assume everyone will be supportive. But taking the time to answer three questions will provide clarity and help everyone spot where a more proactive approach may be needed:

1. What is changing?

2. What will be different because of the change?

3. Who's going to gain and lose what?

As we move through the transformation, we must all remember:

- Anger, frustration, and stress are expected, inevitable reactions to change
- Initially, the majority of stakeholders will be skeptical (at best) of our success
- Active change management and true leadership are needed to build a new beginning
- We must all be active cheerleaders of the transformation

1.8 NEXT STEPS

We will be working to develop a thorough stakeholder engagement and communications plan that focuses on the transitions leading up to implementation in July 2013. We'll work to move stakeholders through the transition to the new beginnings phase by providing:

- a purpose (explain why),
- a picture (share the vision of how it will look and feel),
- a plan (lay out a detailed, step-by-step plan),
- and a part (give people a part to play in the transition and the new beginning).

Additional plans that include the strategy for implementation will be created and included in the IT Strategic Plan.

2.0 GUIDING PRINCIPLES AND VALUES

The critical guiding principles that influence the direction for information and technology management. These are closely tied to the three top priorities of the State articulated in the New Day Plan, and serve as the foundation for the development of the State's Business and IT Transformation Strategic Plan.

- Collaboration
- Participation
- Transparency
- Quality
- Agility
- Efficiency
- Sustainability
- Integrity
- Respect

3.0 OVERALL TOP STRATEGIC PRIORITIES

These are the strategic priorities for the State, which in turn provide a framework and context for identifying and organizing specific initiatives and their implementation plans, all of which are validated through the governance framework as being in alignment with the key themes and focus areas of the New Day Plan.

1. Enterprise Resource Planning (ERP)

The State is moving forward with implementation of an enterprise-wide ERP system that will replace the large majority of the current central systems within the Enterprise Support Services band. The conceptual solutions Architecture has established are a notional set of current systems that should be replaced by the ERP system. Also notionally, the plan for implementation includes three major waves. This plan is further elaborated on in the Transformation & Strategy Plan. The ERP implementation is a critical foundational component of the future strategy. As stated in the Final Report, the proliferation of many applications within the current State architecture is the result of the significant issues that the departments have with the common central systems. A significant percentage of the goals and objectives related to business and IT/IRM transformation can be accomplished through a successful ERP system implementation.

2. Tax Modernization

This involves a strategic initiative to explore ways to streamline and modernize tax processing away from the current Integrated Tax Information Management System (ITIMS). Expand the overall use of electronic tax filing, electronic payment, improved analytics, and improved case management processing to streamline and decrease cycle times for the citizens of the State of Hawai`i. The current ITIMS system has six of 20 modules functional, and the Department of Taxation (DoTAX) paid a $10 million fee to exit from the ITIMS contract. While DoTAX wants to actively look for a new system, DoTAX also wants to ensure integration with the Department of Accounting and General Services (DAGS) and Budget and Finance (B&F) on an ERP system. This initiative presents an opportunity for partnership and positions the enterprise for broader financial management improvements.

3. Health IT

Healthcare services delivery and public health functions of the State are undergoing a transformation to empower better patient care. The Governor's Healthcare Transformation Initiative is coordinating plans for a healthier Hawai'i. Aligning with Federal reforms under the Patient Protection and Affordable Care Act (ACA), Hawai'i seeks to lead State, Federal, and private sector resources toward the national Triple Aim goals of improving care quality, improving value, and improving the health of populations.

Envisioning a more effective, efficient, patient-focused healthcare system, the State Transformation Plan includes a four-point strategy of innovations for:

- **Delivery system improvements**
- **Payment reforms**
- **Health IT**
- **Healthcare purchasing**

The Health IT vision links the State to providers, hospitals, indirect health services, and health-related organizations, utilizing quality and performance measures to create a learning health system that creates better health outcomes for all. Hawai'i seeks systemic improvements in public health through measuring health status, performing assessments, and the tracking of preventions, promotion, and outcomes. Utilizing statewide efforts encouraging the use of Electronic Health

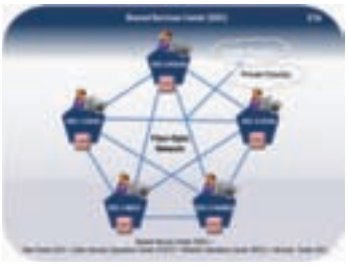
Record systems and the secure exchange of information, Health IT innovation is the foundation for Accountable Care. Clinical information sharing will improve care coordination, reduce duplication and waste, empower patient engagement in their health, and enable public health analytics to shape policy decisions that will improve the health system.

4. OneNet / Enterprise Services Network

New network technologies are creating a revolution in technology that are fueling information access and communications needs. The Internet, as a global networking infrastructure, continues to make the world a smaller and more demanding place. Wireless computing paves the way for an anytime, anywhere-connected networking environment. This has introduced an always-connected citizen community that results in extensive requirements for mobility computing. Recent advances in convergence technologies not only promote the convergence of a single physical IP infrastructure, but also introduce convergence of feature-rich services that can be provided in a secure, reliable, cost-effective manner to meet the State's mission. A single network, OneNet, fulfills the network needs of all state departments to employees and citizens in the State of Hawai`i with guaranteed performance levels.

5. Adaptive Computing Environment

The Adaptive Computing Environment (ACE) establishes a consistent configuration for computing devices across the State using pre-approved vendors. State employees can order standard systems that are engineered to operate most efficiently in the OneNet environment. Choices are provided based on job classification for mobile/tablet solutions, laptop/desktop, or a strictly virtual environment for certain work. These systems require fewer support resources than non-standard configurations, enhance overall support effectiveness, and reduce total cost of ownership. The State uses a multi-year lease cycle for computing assets to ensure personal computing assets periodic refresh of technology for every department to minimize asset issues, and shifts maintenance support of the hardware to the vendor.



6. Shared Services Center

For the future State vision, the goal will be to have five fully meshed functional shared services centers (SSC) distributed across the islands to provide high availability, redundancy, fault tolerance, data backup and replication, disaster recovery, and always-on services to the State of Hawai`i. Connections between shared services centers will be provided with dedicated high-speed fiber optic lines with service providers and State wireless connections acting as redundant and backup links respectively.

7. Information Assurance and Privacy

The State has a fully integrated Security Operations Center (SOC) and Computer Security Incident Response Center (CSIRC) to:

- provide uninterrupted security services while improving security incident response times,
- reduce security threats to the State, and
- enable quicker, well-coordinated notification to all State Departments regarding security threats or issues.

The SOC applies ITIL practices and processes including incident, problem, change, configuration management, release management, and security management. Data mining and digital dashboard capabilities provide instant visibility into the security of the State enterprise. Security incident data mining capability enables the State to analyze and prevent future security incidents. Proactive monitoring of email and data services precludes the release of Personally Identifiable Information (PII) or the loss/leakage of other sensitive data sets that may compromise the State or an individual department.

8. Mobile Computing

In the future technology architecture, establish a standard mobile applications solution pattern and approach with standard methods, skill development, contractor resources, and tools/technologies in conjunction with the adoption of preferred smartphones and tablets. Since mobile application development has a very small footprint in the State at this time, this initiative will need to analyze, pilot, and invest/implement in a standard approach, capabilities, and tools for developing mobile applications.

9. Email, Collaboration and Geospatial

Efficient communications and information access between the State and citizens is critical to the success of any program or service. Convergent technologies associated with collaboration and messaging play a pivotal role in bringing about a powerful and revolutionary change and render many devices obsolete (e.g., traditional telephone handset, facsimiles). Online convergence services provide integrated services in a single environment, including:

- Integrated Multi-Media Online Communications Services: A common interface provides communications services including voice to data to video. This service is provided by an online application environment.

- Collaboration and Conferencing Services: An integrated solution provides voice, video, and Web collaboration services are provided via robust IP solutions.
- Multimedia Content and Information Services: OneNet provides quick and efficient access services to media-rich and diverse content by authorized users anywhere, any time. Seamless Transition Communication Services: With mobility dominating the landscape, non-interruption of services is a must. In the course of using a service, such as voice services, a mobile user transitions from one environment to another without any service interruption.

10. Open Government

Establish a State of Hawai`i data.gov internal and public-facing website to facilitate the sharing of master data sets as defined above. Support internal-facing (for State use, as well as application integration through web services layered on top of extensible markup language [XML] data sets) and external, public-facing (for publishing public-domain master data sets). Establish an internal-facing website to facilitate sharing of master data sets for application integration through web services layered on top of XML data sets.

11. Hawai'i Broadband

For a State as isolated as Hawai'i, high-speed Internet can be transformative. It connects families, businesses, and institutions, both between the islands and with the rest of the world. It spurs economic development, fosters innovation, and gives current and future generations a competitive edge. With broadband, we can access email, connect with friends, start a business, get news, watch a video, and even make a phone call. But more importantly, broadband is now becoming increasingly essential for achieving fundamental, national policy goals—from improving education, extending health care, creating jobs and boosting our economy, conserving energy and the environment, improving public safety and national security, and reconnecting Americans with their democracy. The State of Hawai'i has many impressive broadband projects underway as part of the Hawai'i Broadband Initiative (HBI) with departmental participation that highlights the importance of the program. An assessment of the current program illuminates the fact that there must be strong unification of these disparate efforts within an established, disciplined program management framework with continual progress reports.

4.0 BUSINESS AND IT/IRM STRATEGIC PLAN

A key initiative for the State of Hawai`i is to transform the State and specifically the Executive Branch departments via responsible and transparent fiscal management of State assets and funds, enhanced operations management, appropriate and sufficient civil defense and security, and enhanced services to citizens. To achieve this transformation, a Business Transformation Executive was named by the governor to define the transformation strategy, or in other words, to describe how the State will do business going forward. In addition, a CIO was named to support the defined business transformation strategy by simultaneously defining the approach that will transform IT/IRM infrastructure within the State.

The expansiveness of the strategy and plan required collaborative input from all stakeholders: Executive Departments, State employees, the Office of the Governor and Lieutenant Governor, Legislature, and citizens. The result of these collaborations is the State's first-ever Business Transformation Strategy and IT/IRM Strategic Plan that documents the mission, vision, goals, business outcomes, objectives, performance measures, and, more importantly, strategies and specific prioritized projects and initiatives that will be launched over the next 10 years. The Business Transformation Strategy and IT/IRM Strategic Plan for the State of Hawai`i also describes the methodologies, management, and oversight functions that will ensure the success of this important undertaking.

4.1 BUSINESS TRANSFORMATION MISSION

To transform State government to cost-effectively and efficiently manage all resources (e.g., money, employees, information, technology) and deliver services and programs to all stakeholders (e.g., citizens, businesses, cities, counties, State employees, State government) in a manner they want/need; and to operate in an aligned, streamlined, and integrated manner so that stakeholders' service expectations and information needs are met in terms of quality, reliability, timeliness, and transparency.

4.2 BUSINESS TRANSFORMATION GUIDING PRINCIPLES AND VALUES

Achieving true business transformation within the State of Hawai`i can only occur if all transformation actions and activities are guided by a set of principles and values that define how transformation will be conducted and managed both today and into the future. The following defines the transformation's guiding principles and values:

- Transformation activities will focus on the optimum use of resources;
- Actions/activities will be defined in a collaborative manner;
- Business process change will actively involve individuals who are the closest to the process and change will be positive for the State employees as well as service recipients;
- Transformation planning and execution will be handled in a steady and balanced manner; and,
- Transformation solutions are sustainable beyond leadership changes.

4.3 BUSINESS TRANSFORMATION GOALS, STRATEGIES, OBJECTIVES, AND PERFORMANCE METRICS

The goals or business outcomes for business transformation define the long-term perspective. Some have called these goals or outcomes the North Star from which strategies are derived and that ultimately guide all the objectives, actions, activities, initiatives, and projects that will be performed throughout the State going forward. Finally, the performance metrics will help the State judge the effectiveness of their efforts related to the business transformation's goals and business outcomes.

4.3.1 GOALS/BUSINESS OUTCOMES

Four goals/business outcomes have been defined for the business transformation strategy.

Goal/Business Outcome 1:
All aspects of the State's administrative operational functions and services are fully integrated in an optimum manner and are accessible to all stakeholders as needed when needed.

Goal/Business Outcome 2:
The State of Hawai`i is nationally recognized as a citizen- and business-friendly environment due to the efficiency and effectiveness of State government in managing and securely sharing information in the desirable form and format.

Goal/Business Outcome 3:
The organizational alignment of the Executive Branch within the State of Hawai`i is recognized by its internal stakeholders for its efficiency and effectiveness and is recognized outside the State as a best practice.

Goal/Business Outcome 4:
The State of Hawai`i's processes are streamlined in order to ensure services are delivered to all stakeholders in the most efficient and effective manner and process streamlining will not be just a one-time activity, but will be performed continuously.

[1] *Includes accounting, inventory management, human resources, procurement, accounts receivable, accounts payable, and financial and budgetary processes.*

[2] *Includes all elements of the government within Hawai`i, citizens of Hawai`i, funding entities, and the business community.*

Table 1 - Strategy, Objectives, Performance Measures, Initiatives and Projects Aligned with Goals/Business Outcomes for the State defines the objectives and performance measurements aligned with the goals/business outcomes.

Table 2 defines the objectives and performance measurements aligned with the goals/business outcomes.

Goal or Business Outcome	Strategy (General "How" Statement)	Objectives	Performance Measures/Schedule
Goal/Business Outcome 1: All aspects of the State's administrative operational functions and services[3] are fully integrated in an optimum manner and are accessible to all stakeholders as needed when needed.	**Strategy 1.1** Deliver the State's administrative operational functions using the same processes and tools/ technologies across all departments. **Strategy 1.2** Make information or service delivery functions, associated with administrative operations, available in a form and format that promotes use internally and externally, as appropriate.	**Objective 1.1.1:** Provide the ability to close each financial period on a monthly basis expeditiously and make all financial information available for use in a form that meets internal and external reporting needs while providing the ability to automatically create the Comprehensive Annual Financial Report (CAFR).	**1.1.1.1** All financial reports are available within five business days of period end **1.1.1.2** CAFR is published in no more than 60 calendar days after fiscal year end.
		Objective 1.1.2: Provide appropriate analytic and data mining capabilities to promote assessment of information, effective planning, and reporting to external entities (e.g., Federal government).	**1.1.2.1** Ad hoc report capability will support tracking and trending analysis and standard reports will auto generate for stakeholders.
		Objective 1.1.3: Make public-facing data and reports or service delivery functions associated with administrative operations, available for all stakeholders.	**1.1.3.1** Public information available in an electronic format that can be accessed easily with mobile and/or desktop tools
		Objective 1.1.4: Identify all administrative operational processes and ensure they are optimized for statewide use.	

[3] *Includes accounting, inventory management, human resources, procurement, accounts receivable, accounts payable, and financial and budgetary processes.*

[4] *Includes all elements of the government within Hawai`i, citizens of Hawai`i, funding entities, and the business community.*

Goal or Business Outcome	Strategy (General "How" Statement)	Objectives	Performance Measures/Schedule
Goal/Business Outcome 2: The State of Hawai`i is nationally recognized as a citizen- and business-friendly environment due to the efficiency and effectiveness of State government in managing and securely sharing information in the desirable form and format.	**Strategy 2.1:** Eliminate duplication of data between lines of business by ensuring data is captured once by the State and is available for use by all authorized users as required. **Strategy 2.2:** Integrate citizen- and business-entity information across the departments so that providing information more than once is not required because technical solutions are available to efficiently capture information and then share it based on authorized actions.	**Objective 2.1.1:** Gather and store data one time as the State's authoritative information source.	**2.1.1.1** Data duplication between lines of business will be unnecessary and eliminated by 2015.
		Objective 2.1.2: Assign information stewards/owners for a line of business for all datasets.	**2.1.2.1** Each dataset has an identified owner who promotes and authorizes the utilization of his/her dataset(s) within the State.
		Objective 2.1.3: Information stewards and the CIO ensure that data is leveraged to fulfill information needs statewide.	**2.1.3.1** Executive Leadership Council and CIO Council routinely address information sharing.
		Objective 2.1.4: Create an electronic profile for citizens and business entities which will be shared across Departments in a secure and protected manner.	**2.1.4.1** The data repository shall be accessible during standard business hours at 99% availability
		Objective 2.1.5: When requesting services from the State, citizens or business entities will not be required to provide the same basic information more than one time.	**2.1.5.1** By 2017 all Departments will have access to and utilize common profile data.
Goal /Business Outcome 3: The organizational alignment of the Executive Branch within the State of Hawai`i is recognized by its internal stakeholders for its efficiency and effectiveness, and is recognized outside the State as a best practice.	**Strategy 3.1:** Organize and manage all State services and delivery processes to maximize responsiveness, efficiency, and effectiveness of services provided internally and externally to stakeholders. **Strategy 3.2:** Integrate the acceptance of cultural change into all aspects of any realignment activities. **Strategy 3.3:** Remove real or perceived barriers and inhibitors to cultural and attitudinal change.	**Objective 3.1.1:** Establish working groups by the LOBs to address alignment options. **Objective 3.1.2:** Determine the optimum way to align and deliver services to stakeholders. **Objective 3.1.3:** Create a quantitative, risk-based transition plan and implement the new service alignment. **Objective 3.1.4:** Establish measures of effectiveness that quantify organizational responsiveness, effectiveness, and efficiency, and that demonstrate sustained improvement after the implementation of any realignment actions. **Objective 3.1.5:** Assess the cultural change requirements and implement an effective change management process as part of the organizational change activities.	
Goal/Business Outcome 4: State of Hawai`i's processes are streamlined in order to ensure services are delivered to all stakeholders in the most efficient and effective manner and process streamlining will not be just a one-time activity, but will be performed continuously.	**Strategy 4.1:** Support the departments within the State as they undertake BPR with a straightforward methodology that engages process performers in defining the BPR improvements and improvement measurements.	**Objective 4.1.1:** Provide a methodology, Theory of Constraints (TOC), for effectively conducting BPR activities, measuring results, and defining or refining the associated IT requirements.	**4.1.1.1** Each BPR project records positive results from identified measurements.
		Objective 4.1.2: : Provide training and training resources for departmental staff to support BPR activities.	**4.1.1.2** Each department has at least one person who guides the utilization of the TOC methodology.
		Objective 4.1.3: Provide project management oversight to ensure enterprise transformation initiatives are executed and improvement is measured.	**4.1.1.3** Each initiative, with associated improvement measures, will be tracked and reported.

5.0 IT/IRM TRANSFORMATION STRATEGY

5.0 IT/IRM TRANSFORMATION STRATEGY

OIMT envisions providing the State of Hawai'i with an IT enterprise that is increasingly efficient and effective at enabling the State's diverse missions. We can increase our collective effectiveness through proper planning, investments, and implementations that are appropriately managed, resourced, and secured. To this end, OIMT has identified the following mission, vision, goals, objectives, and performance metrics that will guide our transformational efforts and our day-to-day operations.

5.1 IT/IRM MISSION

To assist State organizations in the effective, efficient and convenient, delivery of programs, and services to the public through business transformation and information technology modernization.

Our mission is to help shape the vision for where Hawai'i needs to be in the next decade, to provide leadership and coordination for business process re-engineering in key process areas, to drive collaborative discussions and provide world-class expertise for determining the informational and technical needs of the State, to craft a strategic plan that provides the roadmap for achieving our vision, and to lead the transformation using rigorous management and communication methods.

5.2 IT/IRM VISION

A State where:

- The Public engages with an open and transparent government;
- State employees, citizens and businesses have convenient and secure access to reliable information;
- Governemnt processes are streamlined, integrated and implented to meet the public's service expectitions;
- Business needs closely align with information technology capabilites;

Business processes are streamlined, integrated, and implemented with the technology to support them. Citizens receive the services they want in a convenient, effective manner. Employees achieve their full productivity potential. Systems and information are protected with the security necessary to ensure continuous delivery. Leadership can securely access current, accurate data anytime, anywhere and make informed decisions on how to better meet mission requirements. Citizens are informed, engaged participants in an open government.

5.3 IT/IRM GOALS, STRATEGIES, OBJECTIVES, AND PERFORMANCE METRICS

Goal 1: Ubiquitous and secure access to State services for all Citizens of Hawaii (e-Government).

Strategy 1.1: Web-Enable State Service

Objective 1.1.1: All State services are available through a single Portal, and the Portal is available to all Citizens

Objective 1.1.2: All State-published datasets are available to the Citizens

Objective 1.1.3: Citizens' privacy and personal data are never compromised

Strategy 1.2: Engage the Citizens and Keep Them Informed

Objective 1.2.1: Citizens can ask questions/ make suggestions/file complaints, and track the responses online

Objective 1.2.2: State uses social media (e.g. Twitter, Google+, Facebook, etc.) and other current technologies (e.g. Web 2.0, etc.) to communicate with Citizens

Goal 2: A reliable, accessible, sustainable, and secure information technology environment as a utility to State agencies.

Strategy 2.1: Develop and Implement Critical Infrastructure Protection (CIP), Disaster Recovery (DR), and Continuity of Operations (COOP) Plans

Objective 2.1.1: Critical infrastructure is protected from threats

Objective 2.1.2: All infrastructure and services are backed up in real time with immediate fail-safe capability

Objective 2.1.3: Plans are in place and periodically tested for Continuity of Operations in the event of a disaster

Strategy 2.2: Adopt a Shared Service-Oriented-Architecture (SOA) Across the Enterprise

Objective 2.2.1: Services common to multiple Departments have been identified and defined

Objective 2.2.2: Complex processes can be supported by orchestrating multiple independent ("loosely coupled") service components

Strategy 2.3: Migrate Services and Data to the Cloud

Objective 2.3.1: All State services and data are available from anywhere via the Web

Objective 2.3.2: Common cloud infrastructure simplifies maintenance

Objective 2.3.3: Cloud infrastructure enables sharing of data and services

Strategy 2.4: Implement Industry-Standard Security and Privacy Practices

- **Objective 2.4.1:** Only authorized users have access to State networks
- **Objective 2.4.2:** Threats are identified at time of attack
- **Objective 2.4.3:** A culture of security awareness has been established to reduce the probability of accidental loss
- **Objective 2.4.4:** Data is encrypted so that the effects of compromise are reduced

Strategy 2.5: Adopt Modern

- **Objective 2.5.1:** All State systems are still supported by developer
- **Objective 2.5.2:** State can proactively adapt to changes in technology
- **Objective 2.5.3:** No training on obsolete technology is required

Technologies

Strategy 2.6: Establish Common Business, Technical, and Data Standards

- **Objective 2.6.1:** Definitions and understanding of common business terms and functions are shared across the Departments
- **Objective 2.6.2:** Departments use common infrastructure and services
- **Objective 2.6.3:** Data taxonomies are established to reduce or eliminate redundancy
- **Objective 2.6.4:** "XML First" policy is implemented

Goal 3: Efficient and effective management of the State's information and IT resources

Strategy 3.1: Institute Strategic Planning, Lifecycle Governance, and Portfolio Management of IT Initiatives

- **Objective 3.1.1:** All investments are aligned with strategic goals
- **Objective 3.1.2:** Projects are managed as a portfolio
- **Objective 3.1.3:** Reporting is done by extraction of data from management tools, not through forms or presentations
- **Objective 3.1.4:** Data is entered once and persists through the investments' lifecycle
- **Objective 3.1.5:** Management is done by exception

Strategy 3.2: Establish Partnerships and Learn from Other Organizations

- **Objective 3.2.1:** State policies and processes are in keeping with demonstrated best practices (e.g. ITIL, COBIT)
- **Objective 3.2.2:** State participates actively in National Association of State CIOs (NASCIO)
- **Objective 3.2.3:** Industry is engaged regularly to provide advice and insight
- **Objective 3.2.4:** Public-private partnerships are leveraged to benefit the State

Strategy 3.3: Promote Innovation, Collaboration, and Openness

- **Objective 3.3.1:** Innovative ideas are supported and implemented in a "laboratory" environment
- **Objective 3.3.2:** Cross-agency cooperation is promoted via unified communications and collaboration tools
- **Objective 3.3.3:** Principles of Open Government are established and State data is made available in machine-readable formats

Strategy 3.4: Enhance the Careers of the State's IT Professionals

- **Objective 3.4.1:** Training and career development opportunities lead to higher levels of readiness among IT workforce
- **Objective 3.4.2:** Wireless/mobile/telework solutions enable remote work and continuity of operations

Strategy 3.5: Implement Organizational Change Management Practices to Sustain and Enhance Transformation

- **Objective 3.5.1:** Change management is an integral part of any transformation effort
- **Objective 3.5.2:** Communications are targeted to the appropriate audiences and effectively convey the intent of IT efforts
- **Objective 3.5.3:** Dashboards enable both Citizens and executives to monitor the status of State initiatives

Strategy 3.6: Simplify and Automate IT Procurement

- **Objective 3.6.1:** Departments can purchase IT hardware, software, and services online from a catalog
- **Objective 3.6.2:** Enterprise licenses and service-level agreements are in place for most procurements
- **Objective 3.6.3:** Purchase of IT that is identified in the target architecture is pre-approved from OIMT

Strategy 3.7: Apply Enterprise Architecture (EA) and Business Process Reengineering (BPR) to Transform the State's Information Technology and Information Resource Management (IT/IRM)

- **Objective 3.7.1:** All processes in the State have been reviewed and reengineered to optimize efficiency and effectiveness
- **Objective 3.7.2:** All transformation projects are a combination of business processes and IT
- **Objective 3.7.3:** A Project Management Office (PMO) is in place to oversee and assist with the management of transformation projects
- **Objective 3.7.4:** Transformation projects are managed by the Departments, in compliance with OIMT policy, with assistance from OIMT

6.0 IMPLEMENTATION

6.0 IMPLEMENTATION

6.1 IMPLEMENTING THE VISION

Figure 8 provides a high-level timeline for how the IT Strategic Plan and the Transition and Sequencing Implementation Plan align to deliver the transformation of the State. The implementation of the IT Strategic Plan will be broken into five phases (broken into 20% increments for planning purposes; actual percentage will shift based upon needs of the State and resource availability) and implemented across 10 years. The focus of the transformation starts with addressing core technical infrastructure upgrades and centralization as well as tackling crosscutting and enterprise solutions. Agency-specific business functions and applications that are not shared across departments will come at the later stages of the transformation. The items to be included in the first 20% will be finalized during Phase B.

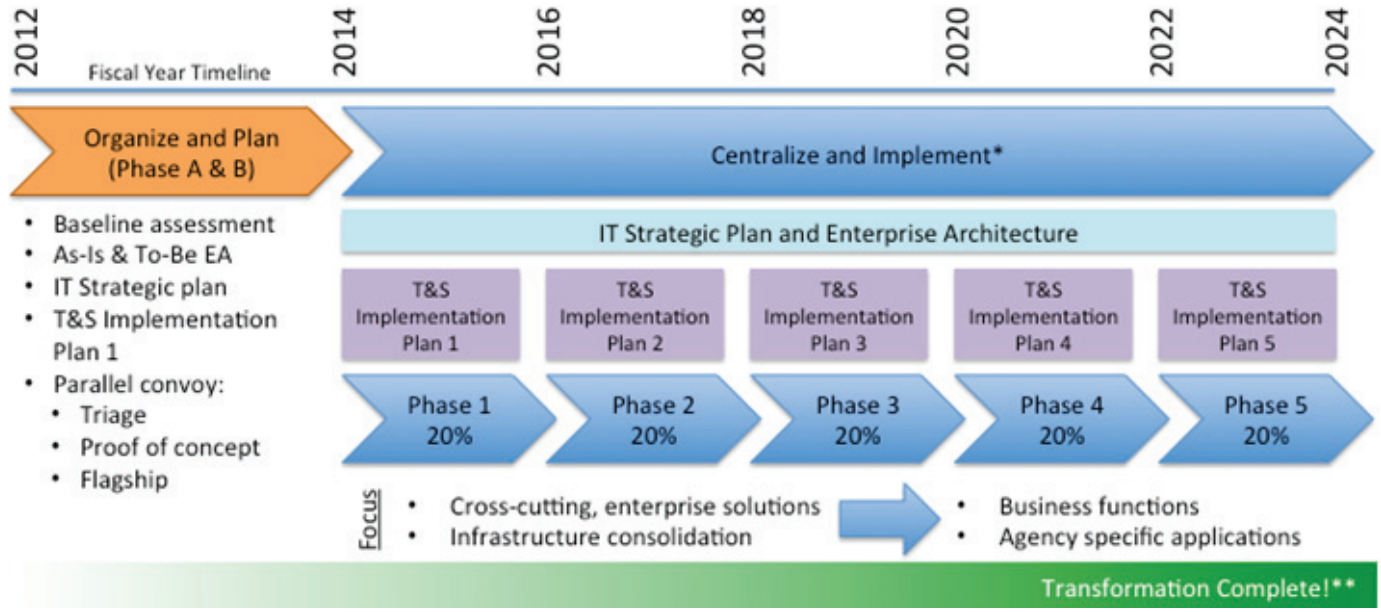


Figure 7 - Transformation Implementation Schedule

**Successful execution of Centralize and Implement phase dependent on funding from legislature in supplemental and biennium budget cycles*
***The State will pursue continuous improvement and innovation after the transformation*

6.2 MAKING AN EARLY DIFFERENCE

In addition to the previous activities, we have also recognized the need to create early wins and demonstrate our competence through a series of smaller projects executed during the planning phase. There are four categories of projects:

- **Triage** projects are required immediately to fix unrecoverable, high impact failures in critical systems that are currently at a high probability of failing.
- **Pilot project**s are required in near-term involving high impact, low cost enhancements to the existing system that radically improve employee productivity, are synergistic with long-term enterprise architecture and can demonstrate future vision "now".
- **BPR projects** are focused on defining, measuring and reengineering business processes for more efficiency and automating with IT/IRM as required.
- **Major Initiatives** are large IT/IRM projects that are flagship initiatives for the State; represent key administration priorities; either already underway or launching prior to July 2013 implementation; and need management/governance according to the strategic plan.

7.0 CONCLUSION

CONCLUSION

The plan presented in this document will serve as a guideline to both OIMT and the departments and agencies in the transformation of the State's business and IT/IRM enterprises. The mission, vision, goals, objectives, and metrics established in this plan will provide clarity to the leadership in their resource allocation and prioritization decisions, and transparency to the people of Hawai'i as to what their government intends to accomplish. While this plan represents the goals and objectives of both Business and IT/IRM Transformation, it is only the starting point.

APPENDIX A – 2009 AUDIT OF THE STATE OF HAWAIʻI'S INFORMATION TECHNOLOGY: WHO'S IN CHARGE?

RECOMMENDATIONS	DOCUMENT ADDRESSING RECOMMENDATION
IT STRATEGIC PLANNING PROCESS	
A DEDICATED CIO SHOULD:	
• Adopt an IT strategic planning process based on nationally recognized practices such as CobiT	Business and IT/IRM Strategic Plan
• Ensure the IT Steering Committee is involved with the State's IT strategic planning process	Governance
• Ensure the State's IT strategic plans are linked to the State's goals and objectives, and take into consideration risks to the State's operations	Business and IT/IRM Strategic Plan
• Ensure the plans include objectives with sufficient detail so that adequate action plans, tasks, and criteria to monitor progress can be established	Business and IT/IRM Strategic Plan
THE IT STEERING COMMITTEE SHOULD:	
• Work closely with the CIO to develop and implement the State's strategic plans	Governance
• Continuously assess the administration's progress in accomplishing the objectives defined in the State's IT strategic plans • Use the State's IT strategic plans to make management decisions • Periodically update the State's IT strategic plans, at least every two years	Governance
• Ensure technology projects are selected based on their potential impact and risk to the State, as well as their strategic value • Ensure departments maintain sufficient tools to assess the value and benefit of technology initiatives	• Governance

RECOMMENDATIONS	DOCUMENT ADDRESSING RECOMMENDATION
CIO	
THE CIO SHOULD:	
• Report directly to the governor and in conjunction with the IT Steering Committee:	Governance
• Develop, implement, and manage statewide IT governance	Governance
• Develop, implement, and manage the State's IT strategic plans	Governance
• Develop and implement statewide technology standards	Governance
• Ensure the IT Steering Committee is evaluated periodically	Governance
IT STEERING COMMITTEE	
THE LEGISLATURE ESTABLISHED AN IT STEERING COMMITTEE, INCLUDING ROLES AND RESPONSIBILITIES RECOMMENDED BY COBIT. THE COMMITTEE SHOULD:	
• Be chaired by the CIO	Governance
• Include representatives from each executive department, the Legislature, and private individuals	Governance
• Have clear roles, responsibilities, and authority for shaping IT governance and steering the State's priorities	Governance
THE IT STEERING COMMITTEE SHOULD:	
• Assist the CIO in the development of State's IT strategic plan • Monitor and assess the State's implementation of the State's IT strategic plan • Assist the CIO in developing the State's IT standards and policies • Review, approve and monitor large scale IT projects for the State	Governance

APPENDIX B – REPORT OF THE TASK FORCE ON REINVENTING GOVERNMENT (JAN 2010)

RECOMMENDATIONS	DOCUMENT ADDRESSING RECOMMENDATION
INFORMATION TECHNOLOGY	
• Establish a new senior position reporting to the Comptroller to be the State's CIO	Complete
• Request that the Legislature explore establishing a dedicated funding source for the CIO position	Complete

APPENDIX C – STATE OF HAWAIʻI INFORMATION TECHNOLOGY TRANSITION DOCUMENT (FEB 2011)

RECOMMENDATIONS	DOCUMENT ADDRESSING RECOMMENDATION
INFORMATION TECHNOLOGY	
Ensure establishment and filling of CIO position is a priority item on the Governor's list	Complete
Establish an IT governance structure led by the CIO	Governance
Identify key business drivers that will leverage IT and make an impact on government operations	Business and IT/IRM Strategic Plan
Identify key technical drivers that will reduce total cost of ownership and improve IT efficiency in government operations	Enterprise Architecture
Develop an IT organizational structure to support common requirements for State systems and services, as well as to support unique requirements of each agency	Governance
Develop a funding model that aligns with business goals and priorities of the State, and provides best value back to the State	Governance

APPENDIX D – BASELINE ASSESSMENT (SEP 2011)

RECOMMENDATIONS	DOCUMENT ADDRESSING RECOMMENDATION
INFORMATION TECHNOLOGY	
• Maintain the Business Reference Model	Enterprise Architecture
• Address Manual Interfaces	Enterprise Architecture
• Conduct Risk Assessments	Business and IT/IRM Strategic Plan
• Institute Accurate Performance Measures	Business and IT/IRM Strategic Plan
• Apply Business Process Reengineering	Governance
• Implement Governance Strategies	Governance
• Address Funding For IT	Governance
• Partner with Bargaining Unit Leadership	Governance
• Identify and Track IT Costs	Governance
• Address the Need for IT Skills Development	Governance
• Collaboratively Address Organizational Change	Governance
• Determine a Go-Forward Plan for ICSD	Governance
• Evaluate Attached Agencies' Models for Use	Enterprise Architecture
• Establish a Data Architecture and Data Governance Approach	Enterprise Architecture
• Define Standard Enterprise Solutions for Data Sharing and Collaboration	Enterprise Architecture
• Determine Enterprise Solutions for Application Integration	Enterprise Architecture
• Manage the Applications Portfolio	Governance
• Standardize Application Platforms and Technologies	Enterprise Architecture
• Use a Defined Service Management Model	Enterprise Architecture
• Create a Technical Architecture Foundation	Enterprise Architecture