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**ENTERPRISE LEVEL TRANSITION
AND SEQUENCING PLAN**

8.0 ENTERPRISE LEVEL TRANSITION AND SEQUENCING PLAN

This section provides a high-level view of the transition and sequencing activities for the enterprise while Appendix A provides a detailed view of the transition and sequencing actions from the LOB perspective.

8.1 APPROACH TRANSITION AND SEQUENCING PLANNING

The State's EA characterizes and documents the current state and more importantly defines the standards that will create the desired future state. The T&S Plan is the "how" this transition or transformation occurs in a logical and sequenced or prioritized manner. The T&S process is depicted in Figure 54.

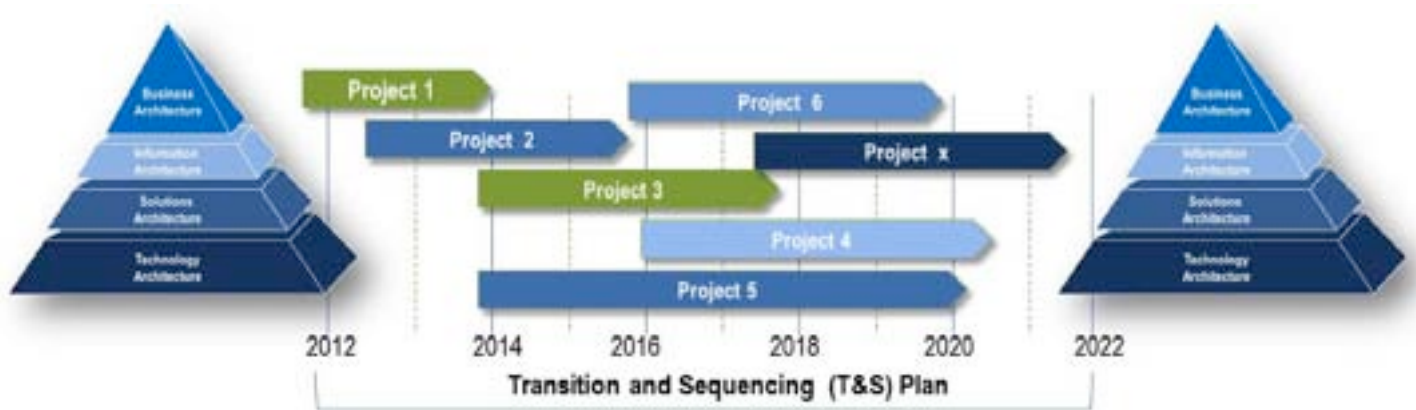


Figure 54: T&S Process

When the T&S Plan is then coupled with the requirements defined in the IT investment Portfolio Management (PfM) Methodology (and its accompanying toolset) along with IT governance and the defined OIMT management practices, the resulting roadmap of activities and projects ensure that IT investments efficiently and cost effectively support the delivery services and programs to all stakeholders (e.g., people of Hawai'i, citizens, business entities, cities, counties, State employees, State government) in a manner they want/need in terms of quality, timeliness, reliability, and transparency. This T&S Plan covers ten years and each year the T&S Plan will be reviewed updated on at least an annual basis.

8.2 ENTERPRISE LEVEL TRANSITION AND SEQUENCING ANALYSIS

The progress of the transition is characterized using a number of perspectives or views. These views summarize the key investments and their resulting projects and activities to ensure alignment with the overarching goals and objectives identified in the future state vision defined in the EA. The details that create these views are maintained in the PfM toolset.

The views also offer perspectives that assist OIMT, CIO, CIOC, and ELC in evaluating new investments to ensure they are aligned with the strategic direction set for IT as part of the Strategic Plan and the EA and in monitoring the progress of the transition to the future state definition. As an evaluation tool, the views should be "refreshed and regenerated" on a regular basis.

The following sections describe a sample of the views that will be used in the evaluation and assessment of IT investments. The actual tables and graphics depicting these views are provided in Appendix C.

8.2.1 STRATEGIC PORTFOLIO VIEWS

This section details the description of the various portfolio views and notional graphic of how the specific views work.

8.2.1.1 INVESTMENT STATUS BY LOB

IT investment dollars are aligned between operations and maintenance (O&M) or Steady State (SS) activities and Development, Enhancement, and Modernization (D/M/E) projects and initiatives by LOB.

This view indicates the portfolio's imbalance in terms of operating and maintaining the more than 700 existing (and often duplicative) systems and their supporting infrastructures. This alignment between O&M or SS and D/M/E indicates that the cost operating and maintaining the current environment is based on technology that is inefficient and ineffective in its application at the enterprise level. Going forward, the funding must be realigned to move more investments to D/M/E (or actively and expeditiously retiring current systems and technology in O&M or SS) especially in the next ten years in order to transform the environment. The OIMT, CIO, CIOC, and ELC should use this view to monitor the investment results.

8.2.1.2 ENTERPRISE SUPPORT SYSTEMS AND ENTERPRISE SERVICES

The EA and specifically the ESA for the State identifies enterprise systems and services that support multiple LOBs (and Departments) due to the shared nature of the activity. As IT investments are identified/architected/ proposed this view supports CIO, CIOC, and/or ELC in making Selection decisions as part of PFM by highlighting the number of LOBs that benefit from the investment, amount of funding, against timeframe that IT solutions are projected to attain economies of scale and cost reduction for the State (based on business case and other provided information in the PFM toolset). This view also supports sequencing decisions.

This view is based on the biannual budget submissions for FY2014. From this view the enterprise investments are substantially more effective in the achievement of the EA future state vision.

8.2.1.3 ESA AND ETA INVESTMENTS

This view provides insight into the distribution of investments between the ESA and ETA.

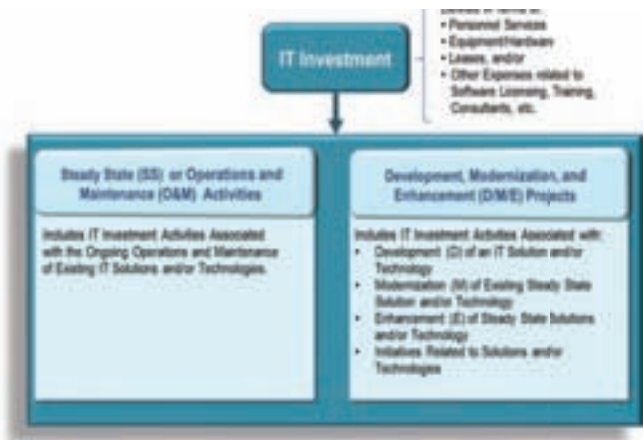


Figure 55: Investment Components

8.2.1.4 EA COMPLIANCE

The enterprise technologies provides the opportunity to make informed decisions on IT activities and investments that are in compliance with the defined technology domains, standards and products outlined in the EA. This understanding of investments and their alignment with the EA help achieve faster deployment with fewer complexities at a lesser cost to the taxpayer.

This view focuses the attention of OIMT, CIO, and CIOC on current investments that should be reviewed as part of the Control/Evaluate Phase for retirement or recommendation regarding D/M/E. This view used in conjunction with the Enterprise Support Systems and Enterprise Services view also supports project sequencing.

8.2.1.5 STRATEGIC VALUE

The strategic value view depicts where IT investment for the State is positioned to achieve the strategic objectives as outlined by the EA (and its alignment to the New Day Plan). This view provides the means for the CIO, ELC, Governor, and Legislature to make informed decisions in moving funding of IT from investment to investment to close business or functionality gaps that are inhibiting fulfillment of goals and objectives.

All investments with low compliance with regard to strategic objectives and minimal enterprise utility are evaluated for retirement while all investments with high enterprise utility and extensive compliance with strategic objectives should be fully funded.

8.3 SPECIFIC PROJECTS AND ACTIVITIES

This view communicates the individual investment initiatives that are required to implement the future state EA. Initiatives are organized within each architectural layer of the EA. A high level Gantt chart depicts all the initiatives and their timing and dependencies by Fiscal Year.