7.2 PROGRAM: GOVERNANCE

Objective: The governance program oversees all three lifecycle management stages of technology initiatives: Architect and Invest, Implementation, and Operations, to ensure that IT programs are being run effectively and that the State is getting the most out of its technology investments, reducing overall costs and prioritizing spending.

Description: The Governance program provides management oversight and continually monitors the cost, schedule, risk, performance, scope, and strategic alignment of the transformation activities to ensure that the highest priorities are met with the highest-quality solutions, for an optimized cost.

As part of its governance objectives, the State CIO and Chief Enterprise Architect establish enterprisewide IT policies, lifecycle management processes, capital planning and investment control (CPIC), portfolio management policies, enterprise architecture (EA) standards, and performance dashboards.

The governance program aims to improve business processes and technical capabilities within the State by focusing on:

- Enhancing interoperability (between systems and across departments)
- Managing IT investments
- Identifying reuse opportunities for technologies and processes
- Managing organizational complexity
- Reducing costs through integrated planning
- Achieving information accuracy, reliability, and timeliness

Through the governance program, the State evaluates technology initiatives, asking the following questions to ensure accountability:

Build knowledge base for IT decision making:
- Which technology to spend money on?
- Which systems to retire?

Execute future direction for the State:
- Which new technology should be embraced?
- Which services do we want to be able to provide?

Identify common platforms for sharing:
- Which services can be shared in order to save money and time?
- How do we share?

Within the area of governance, OIMT continued to make significant strides in engaging the State's business leadership in Information Technology (IT) decision making and establishing an overarching "structure" with well-defined roles and responsibilities for:

- Making/managing strategic IT decisions and ensuring that the business mission drives IT initiatives (including the allocation of IT funds), and that each IT investment supports the organizational mission throughout its lifecycle;
- Implementing IT investment portfolio management (i.e., inventorying the portfolio of IT assets [systems, hardware, projects, etc.], conducting end-of-life planning for assets, prioritizing investment funding, etc.);
- Ensuring that effective IT procurement practices and acquisition principles are incorporated in the IT investment process;
- Ensuring that IT performance is measured against defined organizational expectations and needs; and,
- Ensuring that risks associated with IT investments are identified, managed, and mitigated.

The IT governance bodies [i.e., Chief Information Office (CIO) Council, IT Steering Committee, Executive Leadership Council (ELC), and Enterprise Architecture Working Group (EAWG)], chartered in 2011 and 2012, have continued to be active and their actions have included:

- Drafting an IT Investment Review Governance Process. This IT Governance Process ensures that the IT resources (i.e., hardware, software, infrastructure, staffing-related, information) are purchased, implemented, and retired effectively and efficiently;

- Developing an IT Policy and Standards Evaluation Process; and,
- Developing and reviewing Security and Privacy Policy, a Non-State-Provided Device Policy — Bring Your Own Device (BYOD), and Shared Services Policy.

Impact: Governance-related projects ensure that the State is getting the most out of its IT investments — reducing overall cost, maximizing benefits, increasing efficiency, and providing accountability. Through oversight measures, the State is able to drive IT investments rather than expenses, effectively manage its IT, and ensure measurable, consistent progress is made toward the State's IT goals.

Related Projects and Initiatives:

Portfolio Management
Portfolio management is the centralized management of processes, methods, and technologies used to collectively manage and analyze a group of current and planned projects. Portfolio management is especially important for state governments, as it allows an enterprise-level view of evaluating, prioritizing, and managing a state's various IT projects and investments. In 2013 OIMT established the portfolio management function to provide oversight to enterprise-level IT projects undertaken and to ensure that projects undertaken effectively leverage from one another. Throughout the past year, OIMT has worked to validate and finalize information on portfolio policies, standards, and processes.
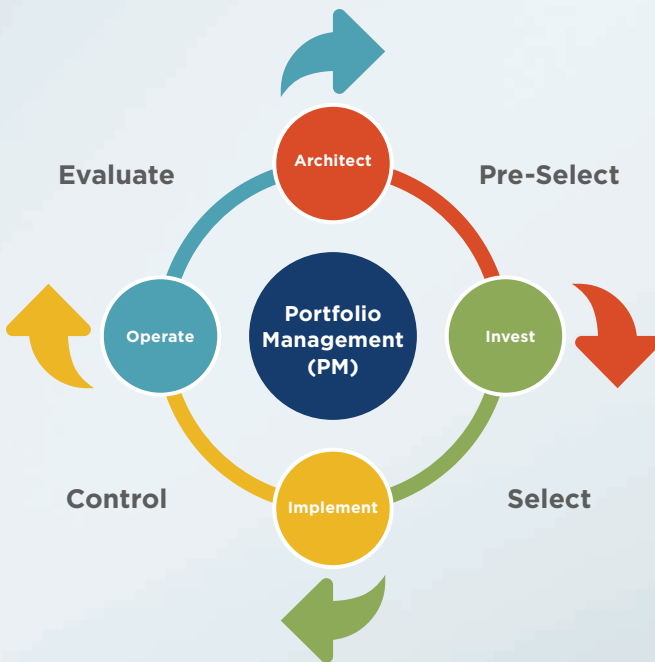
As part of the IT Investment Review Governance Process, OIMT, supported by the IT governance bodies, established investment thresholds to separate complex from simple investments and to identify the level of reviews that are be required for each investment business case. In addition, specific content and formats for investment data were developed to ensure consistency across the enterprise.

The OIMT team also began the process of verifying the IT investment data (originally gathered as part of the State's assessment of IT and the creation of the EA's transition and sequencing plan) to establish a baseline for future IT investment analysis and planning activities.

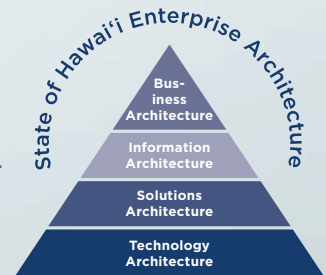**Enterprise Architecture (EA)**
Enterprise Architecture (EA) describes a comprehensive framework for IT and business decisions that supports the State's strategic plan. EA guides the business decisions of government and improves the ability to deliver responsive, cost-effective government functions and services. It sets policies and standards to steer decision making and guide expected outcomes, allowing business and IT to adjust policies and projects to best achieve business goals.

Since 2012, OIMT has been actively leading EA efforts within the to State to provide high-level frameworks and IT standards to guide technology initiatives within the State. OIMT has established an EA leadership committee which includes CIOs and IT managers from various State departments and agencies.

OIMT areas of focus for EA include:
- Enterprise Business Architecture
- Enterprise Information Architecture
- Enterprise Solutions Architecture
- Enterprise Technical Architecture
- Creating a Transition and Sequencing Plan for IT

As part of the EA program, OIMT has chartered an EA Committee which consists of IT leadership across several departments. The group collaboratively discusses EA standards and provides feedback on everything from infrastructure to hardware and software.

Troux Enterprise Portfolio Management Tool

A cornerstone of the State of Hawaii's Enterprise Architecture program is an EA and Portfolio Management (PfM) integrated tool suite and an EA Repository. These tools will contain details regarding each of the current application software solutions and planned investments. The EA Repository will be the common information store for all digital data and content behind the EA program.

The baseline of the "As Is" or current state will initially be populated in the Troux Enterprise Portfolio Management tool (Troux). The Troux tool will eventually contain detailed information regarding the State's over 200 business services, over 700 application software systems, server inventory of the three data centers and over 20 server rooms, and approximately 6400 different technology product types used within the State. This Troux tool suite and integrated repository will provide a foundation for all future planning and system and technology investment decisions.
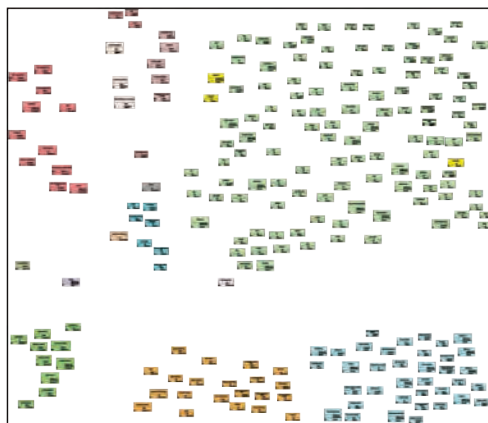

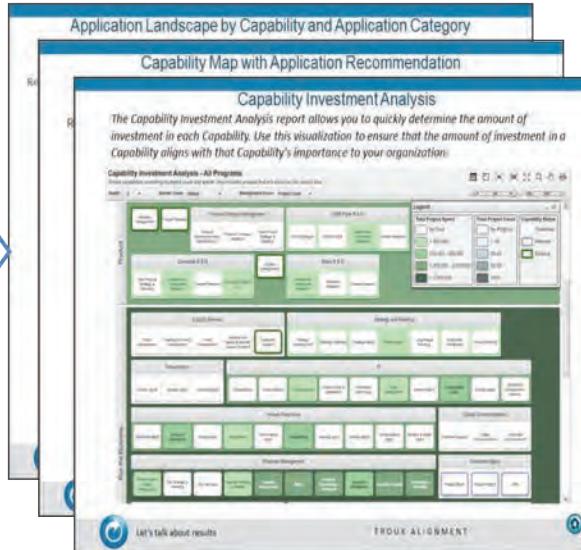Chart representing 743 fragmented IT systems discovered to date

Example of investment portfolio listing

The EA Committee, as part of its IT Policy and Standards Evaluation Process, took the next step in the maturing of the State's EA by:

- Reviewing and finalizing IT domain categories for the State;
- Identifying IT domain standards for the State;
- Identifying data necessary for the ongoing management of each EA layer (business, information, solutions, and technology);
- Ensuring the EA is an integral part of the IT investment portfolio management and evaluation process;
- Identifying performance measures associated with Lines of Business (LOBs) to identify areas of improvement or efficiencies in the State;
- Reviewing of new and existing projects to align to the State of Hawai'i Business and IT/IRM Strategic Transformation Plan;
- Serving in an advisory role to the Information Privacy and Security Council (IPSC), the CIO and CIO Council; and,
- Chartering working sub-groups to address specific topics (i.e., BYOD; Network and Security; Server and Virtualization working groups).

Performance Dashboards

In order to increase government transparency, OIMT has been working to develop a number of dashboards to openly report on departmental activity, funding, and spending. With the establishment of a governance and oversight function, dashboards will openly track specific projects' and programs' progress, and account for their outcomes.

Dashboards established by OIMT include:

CIP Dashboard

The Capital Improvement Project (CIP) dashboard shows the amount of CIP funds encumbered (placed on contract) and expended (paid) by department, by month. This allows citizens to see how the funds raised by bond issues are being spent, by whom, and when. The dashboard debuted in August 2013 — the preliminary release of the dashboard will continue to evolve, with new features and visualizations as more data are added.

State Strategic Dashboard

This dashboard shows how well the State is performing its missions. Activities are grouped into lines of business, each with its own set of performance metrics. This dashboard is under development and will be released in late 2013.

IT Dashboard

This dashboard shows the status of each of the transformation projects (both business process re-engineering and IT/IRM modernization) being managed by OIMT across the five dimensions of project management — cost, schedule, risk, performance, and scope. This dashboard is under development and will be released in late 2013.

A New Day in Hawaii

A comprehensive plan to invest in education and rebuild our economy, sustain our Hawaii for future generations, to restore public confidence.

Public Safety

Inmate Population	Prison Operating Expenses	Return Out-of State Inmates to Hawaii
1,147 Average Monthly Inmates	348,952 Dollars Monthly	1,415 Mainland Detainees
near target	near target	on track

Environmental Stewardship

Hunter Certification	Watershed Forest Protection	Additional Shoreline Access	Resource Lands Protected
2,378 Certified Hunters	7,342 Acres of Watershed Protected	33 Total Public Access Sites Created	6,684.33 Acres Protected Resource Lands
on track	near target	on track	on track

Healthcare Transformation

Med-QUEST
283,041 Recipients
needs improvement

Education and Workforce Development

Regain Jobs	Student Success
17,700 Total Jobs	70.52 Percent Proficient Readers
near target	near target

Safety Net and Homelessness

At Risk Youth Services	TANF - Self Sufficiency	Homelessness
1,333 Children in Child Protective Services	28,596 Average Monthly Clients	8,507 Homeless People
needs improvement	near target	needs more data

Clean Energy

Energy Efficiency	Renewable Energy Generation
14.47 Percent	13.7 Percent
on track	on track

Food Security

Local Food Production	Competitive Agricultural Sector
62 Seal of Quality Products	93 Loans Approved
on track	on track

7.3 ADDITIONAL OIMT PARTNERSHIPS AND INITIATIVES

In addition to its top 10 programs, OIMT has also undertaken several additional partnerships and initiatives during the past two years to modernize IT within the State and raise Hawai'i's digital profile.
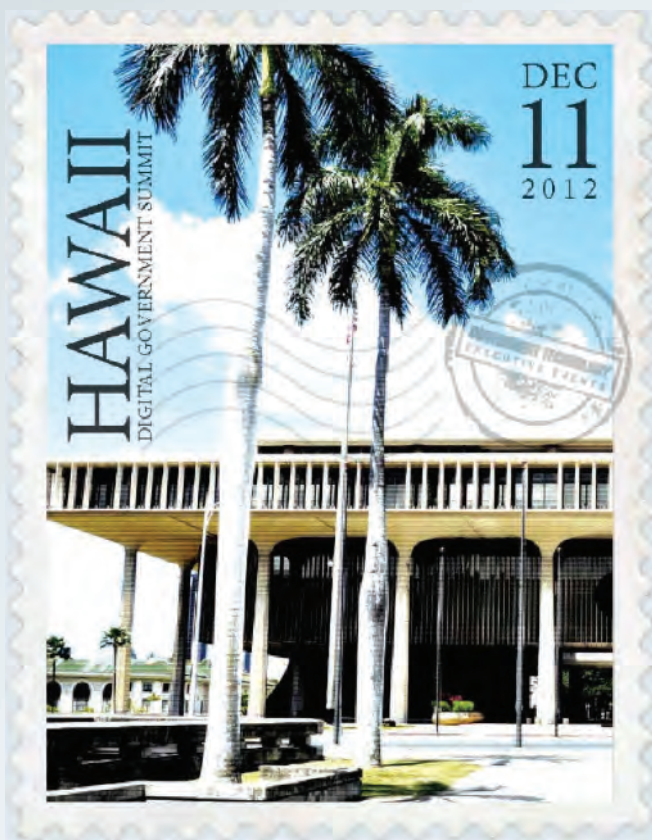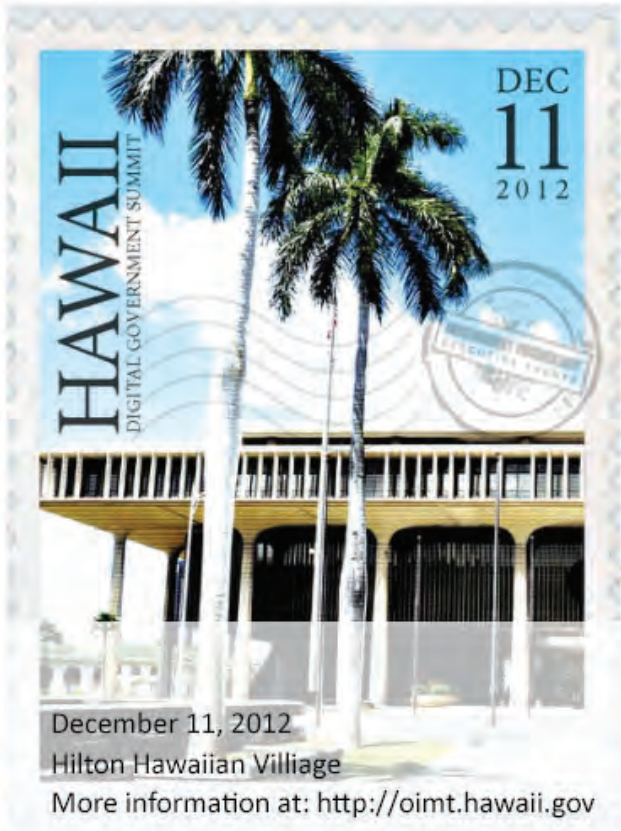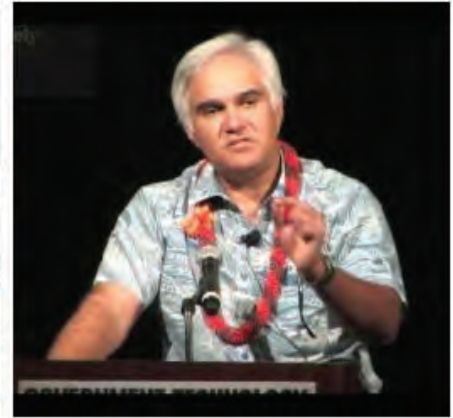
Digital Summit

OIMT, in partnership with Government Technology Executive Events and the Center for Digital Government, established the first annual Digital Summit in 2012. The inaugural summit featured nearly 700 State employees, community leaders and members of the public, and Governor Abercrombie. The event, which took place at no cost to the State, featured more than 20 sessions on topics ranging from modernization of public schools to health information technology.

The purpose of the summit was to celebrate Hawai'i's technology accomplishments, and engage employees, business leaders, and other stakeholders in the State's business and information technology transformation initiative. It also provided an opportunity for State employees to learn about how technology and best practices from the private sector and other state governments can be deployed in Hawai'i to improve the services provided to residents and businesses.

The second annual Digital Summit took place on November 21, 2013 at the Hilton Hawaiian Village with attendance far surpassing last year's event, with more than 900 attendees.

HAWAII
DIGITAL GOVERNMENT SUMMIT

DEC
11
2012

December 11, 2012
Hilton Hawaiian Villiage
More information at: http://oimt.hawaii.gov

GOVERNMENT TECHNOLOGY   #hidgs
                                                  PROGRAM
                                                  GUIDE

HAWAII
DIGITAL
GOVERNMENT
SUMMIT

HONOLULU
HAWAII
NOVEMBER
TWENTY-FIRST
2013

November 21, 2013
Hilton Hawaiian Village
More information at: http://oimt.hawaii.gov

Governance Committees

In an effort to better partner with, communicate with, and deliver increased IT value to State departments and the citizens of Hawai'i, OIMT has also made it a priority to charter and participate in several statewide committees and initiatives during the past two years.

Examples of committee-involvement by OIMT leadership include:

- **Access Hawai'i:** The duties of the Access Hawai'i Committee (AHC) are to oversee the activities of the State of Hawai'i's official Internet Portal Manager: Hawai'i Information Consortium (HIC). HIC provides, at no cost to the State, all necessary hardware, software, portal infrastructure, administration, payment processing, and other services necessary for operation of the Internet portal.
- **BPR Group:** Chartered by OIMT, the BPR group brings together IT and business-minded individuals within departments who are passionate about affecting change and want to re-engineer and improve business processes within their departments.
- **CIO Council:** The CIO Council is a working group that brings together CIOs from the various State

departments to collaborate on upcoming IT initiatives and provide feedback on IT policies and standards.

- **E 9-1-1 Board:** The Enhanced 9-1-1 Board works to improve public safety by facilitating the deployment of Hawai'i's communications infrastructure for emergency services. Enhanced 9-1-1 provides seamless, universal emergency number access, including to wireless customers.
- **EA Committee:** Chartered by OIMT, this committee brings together several CIOs and IT managers from across State departments to establish EA standards and frameworks to guide enterprise IT initiatives.
- **ERP Steering Committee:** The ERP Steering Committee provides oversight responsibility as

the State solicits vendor responses for a new ERP solution, accepts bidder responses, and eventually awards a contract for the comprehensive solution. The ERP Steering Committee will play a crucial role in evaluating, scoring, and selecting the winning solution proposal.

- **Hawai'i Wireless Interoperability Network (HWIN) Executive Committee:** The HWIN Executive Committee provides the State with guidance as the State looks to update its statewide Communication Interoperability Plan.
- **Information Privacy and Security Council:** The council was formed to protect the security of personal information collected and maintained by State and county government agencies. The council consists of 12 members including:

  – The State, CIO who serves as the chair
  – One member each from:
    0.1. Department of Education
    0.2. Department of Health
    0.3. Department of Human Resources Development
    0.4. Department of Human Services
    0.5. University of Hawai'i
    0.6. Legislature
    0.7. Judiciary
  – One member from each of the four counties.

- **IT Steering Committee:** Mandated by the Legislature, the IT Steering Committee consists of Legislature-appointed members who assist the Chief Information Officer (CIO) in executing his responsibilities.