Information Technology Steering Committee (ITSC)

AGENDA

Thursday, November 15, 2018
10:00 a.m. to 12:00 noon
1151 Punchbowl Street, Room 410, Honolulu, Hawai`i

I. Call to Order

II. Review and Approval of October 26, 2018 Meeting Minutes

III. Public Testimony on Agenda Items
Any interested person may submit data or views, in writing or in person, to the committee on any agenda item. Testimony must be related to an item on the agenda, and such person shall be required to identify the agenda item to be addressed by the testimony. Each individual or representative of an organization is allotted three (3) minutes, or an amount of time otherwise designated in advance by the chairperson, to provide testimony to the ITSC.

IV. State Information Technology Strategic Plan – Discussion and Appropriate Action

A. IT Strategic Plan Overview and Workshop Notes
B. Next Steps

V. 2018 Metrics for Evaluation of the Chief Information Officer (CIO) – Discussion and Appropriate Action

VI. Good of the Order

A. Announcements
B. Next Meeting: December 13, 2018, 1:30-3:30 p.m., 1151 Punchbowl Street, ETS Video Conference Center, Room B10, Honolulu, Hawai`i

VII. Adjournment

Individuals who require special needs accommodation are invited to call the Office of Enterprise Technology Services at (808) 586-6000 at least three (3) working days in advance of the meeting.

Information Technology Steering Committee (ITSC)

established for the State of Hawai`i per HRS §27-43(b)

Meeting Minutes

Friday, October 26, 2018, 10:00 a.m.

1151 Punchbowl Street, Room 410, Honolulu, Hawai`i

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Members Present:
Todd Nacapuy, Chair, Office of Enterprise Technology Services (ETS), State of Hawai'i
Jared Kuroiwa, KHON2
Aryn Nakaoka, Tri-net Solutions
Michael Nishida, First Hawaiian Bank
Christine Sakuda, Transform Hawai'i Government
Kelly Taguchi, Spectrum
Kevin Thornton, Judiciary, State of Hawai'i
Representative Kyle Yamashita, Hawai'i State Legislature
Marcus Yano, SystemMetrics Corporation
Garret Yoshimi, University of Hawai'i

Members Excused:
Benjamin Ancheta, `Ekahi Health System

Other Attendees:
Valri Kunimoto, Deputy Attorney General, State of Hawai'i
Todd Omura, ETS
Michael Otsuji, ETS
Vincent Hoang, ETS
Caroline Julian-Freitas, ETS
Danny Cup Choy, HPPA
Myoung Oh, Spectrum
Leslie Mullens, Playbook Consulting Group, Facilitator

I. Call to Order

Quorum was established. Chair Nacapuy was delayed at another meeting so Member Yoshimi called the meeting to order at 10:20 a.m.

II. Review and Approval of October 3, 2018 Meeting Minutes

A motion was made to approve the minutes by Member Sakuda and seconded by Member Nishida. The motion carried by unanimous vote.

III. Public Testimony on Agenda Items

No written or oral testimony was given.

IV. State Information Technology Strategic Plan

Per HCR 94, ITSC is requested to submit a State Information Technology Strategic Plan ("the plan") to the Hawai'i State Legislature prior to its 2019 regular session.

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Leslie Mullens, the facilitator for development of the plan, presented an update of the engagement planner. (Chair Nacapuy entered the meeting at 10:29 a.m.)

- Member Thornton asked for clarification of the schedule and when the ITSC would receive the draft plans for review. Ms. Mullens replied that as with prior meetings, the documents would be distributed a week before the meetings.
- Member Sakuda noted that the meat of the plan is developed at the workshops and is subsequently provided for ITSC review but wanted to know what happens if the ITSC is in disagreement. Member Yoshimi feels that the ITSC role is to steer the document development. If the ITSC sees areas that are starting to diverge from previous conversations or there are concerns being raised or not being raised, the ITSC then has the opportunity to checkpoint the conversations.

A. **Vision Statement** – Discussion and Appropriate Action

Alternatives were discussed.

1. *Transformative technology that benefits the people of Hawai‘i and the ‘āina*
2. *Transform Hawai‘i’s state government to provide easy access for all through technology and transparency*
3. *Modernize Hawai‘i through transparent, efficient government that supports people’s needs and creates opportunities*
4. *Effective, efficient government through innovation technology (and transparency)*
5. *Transform (Modernize) state government to make life in Hawai‘i better*

- Chair Nacapuy reviewed the thought processes that went into crafting the vision statement and wants to include “transformative technology” and to indicate how that benefits the people of Hawai‘i.
- Member Sakuda suggested, “A transformative technology-driven government that serves the people of Hawai‘i and the ‘āina.” The elements she liked were serving Hawai‘i and the ‘*āina*/people/citizens through a government that is effective, modern, and transformative.
- The facilitator noted that transparency was a big concern for some in the workshop. Chair Nacapuy is not sure if that should be part of the vision statement or one of the pillars, and noted that ETS is not able to ensure transparency because it does not own the data. Member Thornton noted that all IT can do is support transparency and business process; IT provides the tools to support it. Chair Nacapuy gave examples of the difficulties of achieving transparency, even within the state government between agencies.
- Member Nishida noted that in the end, the ITSC is responsible for measuring the effectiveness of the vision statement and is concerned that it is setting up the CIO for failure. Member Sakuda said that the CIO rating on some items is dependent on others. The CIO said that would make it too easy for him to “kick the can down the road” to say he couldn’t do it because of others. Member Nakaoka suggested making the reason why something couldn’t get done transparent. If the system doesn’t work, it should be shown why. Member Nakaoka suggested

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changing the wording to be more of an assisting role than a leading role in Business Process Re-engineering (BPR), as it is in the private sector. Chair Nacapuy noted that unfortunately, in state government, nothing happens without someone wielding a big stick. He has attempted to break down silos and explain the "why" to encourage staff engagement, which takes a lot of time and effort.

- Member Yoshimi suggested that IT can empower, enable, and accelerate the processes, but business has to drive processes. Chair Nacapuy agreed and has learned that he cannot focus solely on trying to fix the process, but on how ETS could effectively make something happen within the given parameters. If creating a vision statement, it has to be around transforming and leading state government, despite constraints. The facilitator suggested the next workshop should be framed around discussing the limitations of IT, so as not to create from the wrong space, and to be able to define the role as a catalyst, enabler, and supporter of business needs, leading to critical success factors.
- Val Kunimoto offered a suggestion that comes out of her observations of ETS, that "ETS tries to maximize the state's resources and engage transformative technology that benefits and serves the people of Hawai'i." Enterprise-wise, ETS is saving money while producing the required services.
- Member Sakuda offered another suggestion: "An effective, efficient government serving Hawai'i through transformative technology and transparency". Ms. Kunimoto suggested including accessibility. Chair Nacapuy likes the word "accessible", as it lends itself to open data.
- Representative Yamashita said the difficulty is that everything cannot be absolute. Efficiency and transparency conflict, so the ITSC should exercise caution.
- The facilitator reminded a goal for the vision statement is to be a bridge between administrations so that it won't be rescinded in the advent of a new regime.
- Michael Otsuji explained the background in selecting the word "'āina", that it doesn't only mean "land", but also represents the heart, the moral compass, and spiritual connection.
- The facilitator asked if the word "access" needs to be included. Members felt the word is indicated by saying "**all** the people of Hawai'i".
- The final vision statement suggested was "transformative technology-driven government that serves all the people of Hawai'i and the 'āina."

B. **"Big Rocks": Priorities for the Strategic Plan** – Discussion and Appropriate Action

A list of priorities were presented for ITSC review:

1. Improve **IT Infrastructure** – modernize and standardize for efficiency and effectiveness
2. **Enterprise-wide ~~PMO~~** (Project Management Office): **Centralization of IT Services/Shared Services Model**
   - Chair Nacapuy said the term PMO is not accurate. The discussion was around IT as a whole. PMO is only part of the intention for enterprise-wide service offerings. It should be about centralization of services.
3. Effective **Change Management** Planning and Execution

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4. Develop and Apply a **Business Process Re-engineering (BPR)** Model
   - Chair Nacapuy explained the need for BPR to improve on legacy processes affecting efficiencies. If not required by law, administrative directive, or executive memo, we should examine the necessity of the process.
   - Per ITSC discussion, BPR would be a *Key Capability*, a next level step, instead of being identified as a *Strategic Priority*.
5. Establish **Data Governance** (system and principles) – Single platform and "source of truth" for shared data
   - Chair Nacapuy stated that data is our biggest asset, and it is not being used and managed to its full potential. We are not able to pull the data, make sense of the data, or provide accurate information to users, such as the legislature, in order to make informed and prudent decisions. Defining what data should look like, what the structure should be for interagency exchange.
6. Define and Apply a **Cybersecurity Strategy**
   - Chair Nacapuy noted that cybersecurity is currently a top priority for ETS as we approach the upcoming elections.
7. **IT Governance in Procurement**
   - Chair Nacapuy sees that every department wants centralized procurement. Every department procures differently and needs help and guidance. He noted that in one state government, the Chief Procurement Officer (CPO) is also the Chief Information Officer (CIO), in part because much of the large scale purchases are related to modernization efforts.
8. **Evolve Partnerships** between IT and each business unit
   - Chair Nacapuy explained that this priority focuses around determining what services ETS can provide and what that partnership looks like. Ideally, the other departments would know what resources are available and how ETS is able to help them.

ITSC discussion:

- Member Sakuda suggested that action verbs be used in the statements to help clarify intention. The facilitator agreed and stated that in the next review, the ITSC will receive strategy statements to accompany each priority, including identifying the problem to be solved, expected challenges, near and long term objectives, key metrics, and benefits.
- Member Yoshimi noted that it would be beneficial to also determine who are the stakeholders external to IT that need to participate. Some of the priorities are not controlled by ETS. Everyone needs to be on board in order to be successful. Designing and mapping are only useful if the business units are participating as opposed to blocking.
- Chair Nacapuy questioned if some items on the list should be in the strategic plan. For example, BPR is not a service provided by ETS. Member Yoshimi noted that BPR is something ETS empowers and enables. Chair Nacapuy agreed, but it is not something ETS can effect without business buy-in. The issue is that items on the list that aren't under ETS control may not happen, and it could be put under the *Change Management* priority. Ms. Mullen noted that it could also be under

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Evolve Partnership. Member Sakuda noted that it's important to know and indicate who is responsible for what and that the plan involves a system, not an individual department. Member Thornton asked if the plan should include only what ETS can accomplish or build a "field of dreams". Otherwise, the phrase can be worded differently. Member Yano expressed a concern that if BPR is put in the plan, does that mean ETS becomes the driver of the model, and suggested that the term "enabler" of BPR would be more within the ETS scope. Member Sakuda noted that other departments have to take ownership of their role. Member Thornton suggested the legislature could institute rules, but Members Yoshimi and Yano pointed to the reality of expectations around agencies following the rules. Member Yoshimi said it's important for BPR not to be dropped entirely from the document but perhaps be cited as a critical success factor—external stakeholder engagement. Member Yano noted that in the private sector, BPR is generally driven by the fiscal or financial entities because of the inefficiencies they see. Purse strings can drive the movement and not IT, but BPR should remain a tenet although it's not IT-centric. Member Nishida cautioned that coming up with a document by itself will not change anything. There are two parts, strategic and tactical. Strategic is long term vision and he agrees BPR shouldn't be dropped completely, but it should not be listed as a tactical priority if the organization is not mature enough to achieve the tactics.

- Member Yano asked how the priorities roll up to the vision statement, and would the vision change if the priorities change. The vision statement alternatives were reviewed at this point.
- Member Thornton asked if a unit would need to be created for BPR as with PMO, a team of people who have the skillset to assist. He asked about the legislature's role, and remarked that a lot of these initiatives will be difficult to achieve without the staff/budget. Chair Nacapuy thinks the issue is bigger, that unless the laws are changed, there may not be continuity across administrations.
- Representative Yamashita said the key for a group like ITSC is to focus on key foundation items that are difficult to move in the future and set a solid foundation for the next group to build upon. The foundation items are the hardest to put in place, and once you get them in place, they are the hardest to change.
- Chair Nacapuy mentioned having talked about the ITSC, as an independent group, being the entity to appoint the CIO, but that's a mountain to move. Representative Yamashita noted that many board entities were created to get around the barriers to movement, but the true fix is in procurement, a difficult foundational piece to fix. If we can fix that, then the entities are no longer required and there wouldn't be all the different systems and processes within state government making it difficult to understand how government works. There is one procurement code, but it is administered differently by every department.
- Chair Nacapuy suggested that more "wordsmithing" is needed and some priorities could be combined, adding wording such as "support" or "assist". Member Nishida thought that *Shared Services* and *BPR* are similar, and that centralization could be opening a can of worms. Chair Nacapuy believes in centralization of IT services, but there should **not** be only one IT organization across the entire state

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government. Certain entities, such as DOT, DHS, DOE, that are federally funded, should be left alone, because they deal with specifically different issues. However, small departments having an IT division may be unnecessary or redundant, e.g., ETS sits within DAGS, but DAGS has a separate IT division. The smaller agencies can benefit from the *Shared Services Model*, and some services, such as security, can be offered to the larger departments in an enterprise services agreement. Legislative support is needed for this initiative. ETS would need to prove return on investment, that funds savings can occur.
Chair Nacapuy believes that close to $80 million per year could be saved from reducing, combining, and doing efficiencies of scale.

- Member Yoshimi asked if *Centralization of IT Services*/*Shared Services Model* should be combined with *IT Governance/Procurement*. Member Yano made a connection that *Centralization of IT Services* essentially enables all the other priorities except for *Evolve Partnership*. Centralization would lead to a focus on improving *IT Infrastructure*, enables effective *Change Management* and *BPR*, allows for establishment of a *Data Governance* strategy, a *Cyber Security Strategy*, and *IT Governance/Procurement*, because it's coming from a central space. The only thing outside that's still needed is effective business partnerships. The facilitator agreed, but said that all the items on their own will take heavy lifting and need to be noted.
- Member Yano noted another way to look at it is that all the priorities are the driver to eventually get to a *Centralization of IT Services/Shared Services Model*. Chair Nacapuy agreed that the need for the other priorities stem from lack of centralization of services and reiterated the intention is not to create one IT office.
- Ms. Kunimoto asked if *Data Governance* is not part of the Office of Information Practices (OIP). Chair Nacapuy and Vincent Hoang replied no, that OIP has to do more with information and record requests, and data governance has to do with data ownership, data classification, access level, and security.
- Member Thornton thought that transparency needed to be added somewhere in the list. Chair Nacapuy agreed and said it should be part of the *Data Governance* model, to establish an open data governance model. Accessibility must be independent of the way data is stored, managed, and secured. Member Kuroiwa noted that HRS 92F is reactionary in that OIP views data as closed until asked to be open, which is what may cause confusion as far as transparency goes. If the owner of the data says no, then the data is not open, but if the owner says yes, then data governance goes on to classify the data and define what is public data.
- Chair Nacapuy would like to see in the plan and in statute that the ITSC not only advises, but also **grades** the CIO, so that the position is publicly accountable. Chair Nacapuy said that the CIO position has too much power, and it should be limited. The way to limit power is for the CIO to be graded by an external body and to make that grade public. The elements of the strategic plan should be used to evaluate the CIO.
- Member Sakuda asked how to ensure the long term plans get addressed over administration changes, e.g., procurement and the financial system. Representative Yamashita noted that often things are financially driven, and the

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obstacles to improvement are operating in silos. Member Sakuda suggested adding under *Evolve Partnership* that business imperatives drive technology solutions. Member Yano noted that part of the challenge is that silos will do business in their own separate ways. Representative Yamashita gave a historical perspective on how a business silo was created when facilities were moved from DAGS to DOE jurisdiction. Facilities, planners, and engineers were transferred over, but the accountants remained behind, so there was no transfer or continuity of knowledge in that aspect.

- The facilitator noted that some of the discussion may need to be at the cabinet level. Chair Nacapuy affirmed that there are discussions, but difficulties are found in the middle tier. Representative Yamashita agreed that the discussion needs to be at that middle level, and he has asked for meetings with the managers rather than at the directors' level. Member Thornton said that the middle level doesn't always know what the direction is and that road maps could help.
- Representative Yamashita said the missing part is that the priority should be financially driven. Chair Nacapuy suggested "improve IT infrastructure that results in a positive return on investment (ROI)", and that infrastructure changes should not happen if there is not a positive ROI.
- Member Sakuda asked if workforce development should be part of the plan. The facilitator noted that it is a key capability and is already part of the ETS goals.
- Member Yano questioned if the list will be kept at eight separate priorities. The facilitator noted that wording would be added to indicate a support role in lieu of a driver role, but there could be consolidation at the next workshop.

C. Next Steps

- The next workshop will be on October 30, 2018.
- Notes from the workshop and a summary will be provided to the ITSC for the November 15, 2018 meeting

V. Good of the Order

A. Announcements

1. The Center for Digital Government ranked the State of Hawai‘i first among fifty states in emerging technologies/innovation, according to the 2018 Digital States Survey. This designation surprised the CIO.
2. In the December 13, 2018 meeting, the CIO grading process will occur.

B. Next Meeting: November 15, 2018, 10:00 a.m., 1151 Punchbowl Street, Room 410, Honolulu, Hawai‘i.

VI. Adjournment

There being no further business to discuss, Chair Nacapuy called for a motion to adjourn the meeting. A motion was made by Member Thornton and seconded by Member Yoshimi. The meeting adjourned at 12:20 p.m.

For ITSC consideration as of 11/7/18

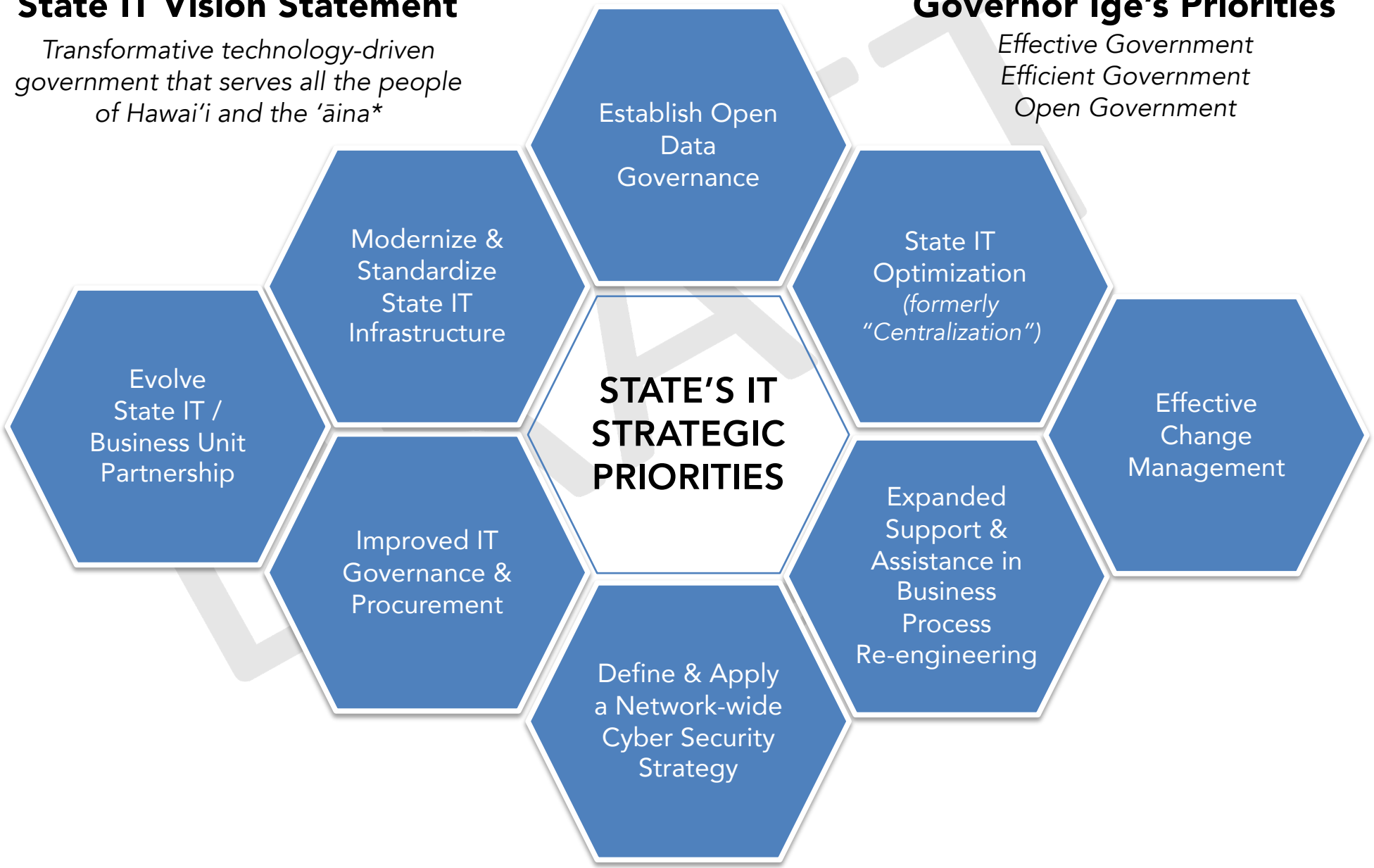
State IT Strategic Plan Overview

State IT Vision Statement

*Transformative technology-driven government that serves all the people of Hawai'i and the 'āina**

Governor Ige's Priorities

Effective Government
Efficient Government
Open Government



*The 'āina (land) is not just soil, sand or dirt. The 'āina is a heart issue for the people of Hawai'i. The very word 'āina brings forth deep emotion evolved from ancestral times when people lived in nature as an integral part of it. We chose to incorporate the ethical, philosophical, and spiritual aspects not only present in Governor Ige's vision and mission statements, but also that are present in the culture that make Hawai'i Hawai'i.

State IT Optimization
(formerly "Centralization")

Strategy

To maximize the ROI (Return on Investment) for every IT dollar spent, ETS will integrate all of the State's smaller IT departments into a single IT organization and structure and will provide an expanded catalog of centralized IT services that all state IT departments can leverage.

Desired Outcomes

- *Decreased IT costs and redundancy*
- *Role clarity, increased employee retention*
- *Streamlined, more effective communication*
- *Accelerated execution: Procurement, SDLC*

Key Strategic Stakeholders

- *DHRD (staffing)*
- *Legislature (funding)*
- *Executive branch department heads (buy-in, commitment, engagement/support, use, reporting)*
- *Unions (legislative change support)*
- *Employees (continuity of leadership, engagement)*

Expected Benefits

- *Increased constituent involvement, partnership*
- *Cost savings*
- *IT skills/career development opportunities*
- *Improved team morale, recruitment potential*
- *Consistency and continuity*

METRICS

- 10% IT Cost Reduction Y-O-Y
- 10% Employee Retention increase via diverse IT worker pathways

Expected Challenges

- *Change Management – new systems, role, processes, relationships, expectations*
- *Adequate, skilled staffing*
- *Adequate funding*
- *Legislative changes*
- *Continuity of leadership*

Near-Term Objectives (12-36 months)

- *Legislation/Administrative Directive to include all IT organizations under CIO*
- *MOA Template defining ETS-Department relationship, roles, responsibilities, chargeback function, etc.*
- *Procurement solution: Procurement exception through RCUH? ETS contracts through RCUH? ETS adds Procurement positions to manage statewide workload?*
- *Expand & publish/socialize IT Service Catalog (operations) – definitions, chargeback model via existing Coman Billing, Costs*
- *Change Management effort*

Longer-Term Objectives (3-10 years)

- *Refine policies & processes based on lessons learned*
- *Continue to expand the IT Service Catalog*
- *Build IT Worker pathways for growth & development (retention)*
- *Operationalize best practices*
- *Ongoing change management and business partner support*

Establish Open Data Governance

Strategy

Intentionally design & implement our State systems to make all legally possible State data accessible to the public.

Desired Outcomes

- *Transparency & Accessibility: All appropriate State-stored/managed data is available to the public and to other State departments, agencies, and leaders*
- *Increased awareness – all stakeholders know what is accessible and why specific data classifications are not*

Key Strategic Stakeholders

- *Offices of Attorney General; Information Practices (OIP)*
- *Legislature (funding, policy changes)*
- *Open Data advocates (e.g. Common Cause)*
- *Executive branch department heads (buy-in, commitment, engagement/support, use, reporting)*
- *Employees (continuity of leadership, engagement)*

Expected Benefits

- *Increased constituent trust in government and civic engagement*
- *Improved cross-department, cross-agency, cross-sector collaboration that benefits Hawai'i – problem identification & solutioning w/ broader data visibility*
- *Increased data interoperability & sharing – more opportunity for informed decision-making*
- *Better service delivery & client experience*
- *Decreased redundancy – greater efficiency in gov't*

METRICS

- TBD

Expected Challenges

- *Change Management – new systems, processes, relationships, expectations (Culture of Sharing)*
- *Inconsistency across agencies – resistance to standardization*
- *Culture of AG – public interest vs. sole client focus*
- *Adequate funding*
- *Legislative changes? – inter-agency sharing, confidentiality statutes (90F, 92F-10?)*
- *Fear of data integrity, security, ownership/governance*

Near-Term Objectives (12-24 months)

- *Publish and communicate current and next-tier Security Data Classification Model; Encourage adoption*
- *Establish a program lead and identify representatives to establish program governance; Launch an interim working group for early effort*
- *Get an Attorney General ruling on/ interpretation of existing Data Sharing statutes*
- *Draft legislation to establish permanent program governance to ensure long-term durability and support*
- *Create a Data Governance Model that classifies data and risk*
- *Establish a Data Management framework (policies, processes, standards, methodology, accountability)*

Longer-Term Objectives (2-5 years)

- *Define and adopt robust Interoperability Framework, standardize fields/fieldnames*
- *Create an API structure for it (e.g. statewide Data Sharing Framework)*
- *Document and operationalize open data standards, policies/guidelines across state government*
- *Establish a process and methodology for evaluating data*
- *Develop and provide training/communications to address culture & departmental buy-in (Change Management)*
- *Identify & drive next-tier legislative changes/additions*

Modernize & Standardize State IT Infrastructure

Strategy

Modernize the State's IT infrastructure to enable state government to be more effective, efficient, and responsive to constituent needs while safeguarding systems and data from future threats.

Desired Outcomes

- *Create foundation/tools that drive/enable our other IT Strategic Priorities*
- *Isolate and mitigate aging/legacy system and software end-of-life risks*
- *Infrastructure choices enable greater cost & time efficiencies system-wide (e.g. purchasing economies of scale)*
- *Business drives technology*

Key Strategic Stakeholders

- *DHRD (staffing)*
- *Legislature (funding)*
- *Executive branch department heads (buy-in, commitment, engagement/support, use, reporting)*
- *Unions (legislative change support)*
- *Employees (continuity of leadership, engagement)*

Expected Benefits

- *Lower risk, less IT resource time allocated to legacy system repair/maintenance*
- *Cost savings*
- *IT resource optimization on standard, modern systems*
- *Business efficiency*
- *Improved reliability of services and systems*
- *Improved technological longevity, security*

METRICS

- IT cost saving thru economies of scale
- % system uptime
- % of technology adoption
- S/w & H/w end-of-life standard

Expected Challenges

- *Change Management – new systems, role, processes, relationships, expectations (status quo preference)*
- *IT resources – pay, training, bargaining unit contracts*
- *Adequate funding – large infrastructure changes needed soon vs. over long duration*
- *CapEx to OpEx transition & explanation to policy-makers, funders*
- *Continuity/sustainability of plan across Administrations*

Near-Term Objectives (12-24 months)

- *Identify, specify, and prioritize infrastructure elements included in the modernization & standardization effort (hardware, software, process, technology, network including communications, wireless, radio, data store, central/server computing, and end-point/user computing)*
- *Focus on effective change management & planning to ensure stakeholder buy-in, engagement, and adoption*
- *Security & compliance mandates require migration of 90% of State government systems & localized services to the Cloud*
- *Migrate ETS, DOE, Tax, and Financial systems off the mainframe and to The Cloud; Retire mainframe*

Longer-Term Objectives (2-10 years)

- *Continue to migrate away from mainframes*
- *Continue to execute on the next-tier modernization / standardization infrastructure elements*
- *Ongoing maintenance of existing & new infrastructure*

Define & Apply a Network-wide Cyber Security Strategy

Strategy

To protect the State's IT infrastructure and constituent data we will ensure State interoperability through adoption of cyber security industry best practices across the State's IT system (NIST CSF – National Institute of Standards & Technologies Cyber Security Framework).

Desired Outcomes

- *Safeguard constituent information*
- *Reduce vulnerability to external threats*
- *System-wide team training – threat response*
- *Minimize storage of sensitive data*
- *Security efficiency through use of A.I.*

Key Strategic Stakeholders

- *Legislature, Technology Cmte. (funding & public commitment)*
- *Non-profits (e.g. Common Cause, THG, Civil Beat)*
- *State IT Directors, leaders/management*
- *Employees (buy-in, engagement)*

Expected Benefits

- *Cost savings*
- *Safer data, applications, systems*
- *Increased public trust in systems, state government, and leadership*
- *Reduced/eliminated breaches*
- *Increased system up-time (True 24/7 availability)*
- *IT resources can be reassigned to improve business apps vs. cyber security threat response*

METRICS

- # of breaches
- Staffing costs of cyber threat protection & response
- % of departmental IT adoption / compliance

Expected Challenges

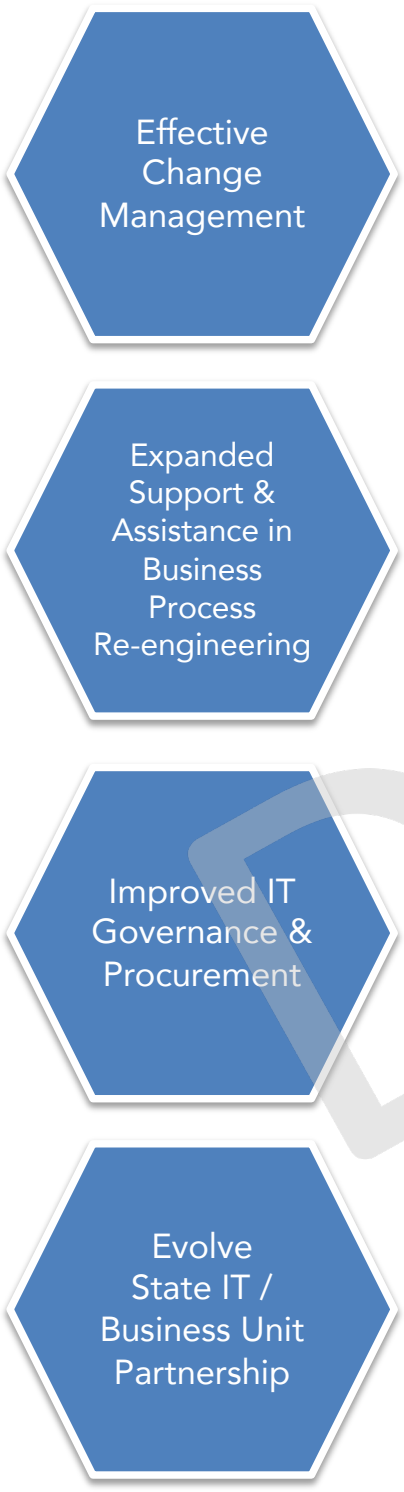
- *Change Management – new systems, role, processes, relationships, behavior expectations*
- *Adequate, skilled staffing*
- *Adequate funding (staffing, Data Officer, training, technology)*
- *Legacy infrastructure & applications*
- *Evolving nature of threats*

Near-Term Objectives (12 months)

- *Develop/adopt new framework, policies, and standards*
- *Staff-up with appropriate, skilled technologists*
- *Plan & begin implementing change management efforts – early communications: Threats, benefits, timing, current action*
- *Executive branch commits to, communicates Accountability plan*
- *Define infrastructure and data standards, requirements – build into those plans*

Longer-Term Objectives (2-3 years)

- *External stakeholder communication: Why prioritize Cyber Security?*
- *Analyze early metrics, ROI – refine the plan*
- *Protect legacy systems & consistently enforce standards*
- *Further reduce/eliminate breaches (de-identify)*
- *Launch more formalized prescriptive guidance from ETS to other IT teams and leaders*
- *Tokenization + De-identification (reduce data we store)*



Strategy

Establish a CMO (Change Management Office) and framework that will drive effective 2-way communication and stakeholder buy-in & support for future IT initiatives.

Strategy

Provide IT, PMO (Project Management Office), and CMO (Change Management Office) resources (people, services, structure, best practices) to support and assist successful design and implementation of State department and agency business process re-engineering efforts.

Strategy

Redesign the State IT Governance Model with updated standards, guidelines, policies, processes, and an effective accountability framework to ensure each State department follows industry best practices and garners the largest ROI possible on every dollar spent.

Strategy

Shift ownership/leadership of the State's modernization initiatives to departments' business units to ensure buy-in and successful outcomes

ETS/IT STRATEGIC PLANNING WORKSHOP #2 NOTES 10.30.18

STATE IT OPTIMIZATION (formerly "CENTRALIZATION") (*Initial planning team:* Todd Nacapuy, Jennifer Pegarido, Doug Murdock, Kaimana Bingham, Arnold Kishi, Keith Miyamoto)

- ***STRATEGY STATEMENT (draft):*** *To maximize the ROI (Return on Investment) for every IT dollar spent, ETS will integrate all of the State's smaller IT departments into a single IT organization and structure and will provide an expanded catalog of centralized IT services that all state IT departments can leverage.*

- **DESIRED OUTCOMES**
  - Better communication
  - Definition of roles
  - Avoiding duplication
  - Identification of services
  - Faster execution
  - ROI
  - Standardization
    - Training
  - Attracting talent
  - Leadership development
  - Transparency
  - Unified budget request
  - Efficient procurement
  - Trust in/within government
  - Learning culture
  - Exempt EE
  - Longevity

- **METRICS**
  - 10% Year-over Year State IT cost reduction
  - Increase employee retention by 10% through IT worker pathway creation

- **KEY BENEFITS**
  - Increased constituent involvement
  - Cost savings
  - Better service
  - Recruitment
    - Succession planning
    - Better entry level positions (training)
  - Talent pipeline
  - Improve morale
  - Attract other companies
  - Improve programming in UH system
  - Better innovative thinking
  - Diverse workforce
  - Higher pay
  - Better data, service
  - Focused on core business
  - Employees not wasting time
  - Clear communication across departments
  - Creates a foundation for continuity

- Skills/career development

- **CRITICAL SUCCESS FACTORS**

Critical Success Factors	Stakeholders We Need to Engage
o Change Management	o
o Adequate staffing	o DHRD
o Adequate funding	o (Legislature)
o Frequent reporting out	o Exec. Branch Dept. Heads
o Legislative changes	o Union
o Continuity of leadership	o EE

- **EXPECTED CHALLENGES**
  - Funding sources
  - Unions
  - Buy-in
  - Levels of concern
  - Legislatures
  - Change management
  - Resources
    - Consulting services
    - Planning (communication)
  - Financial charge back system
  - Talent – lack of modern IT skills
  - Change procurement law, rules & process
  - Prove/document cost savings
  - Meeting constituent expectations
  - Collaboration
  - Governance
  - Centralized PM
  - Change civil services to exempt (number)

- **THE PLAN**

Near Term (12 - 36 months)	Longer Term (3 – 10 years)
o Full legislation & executive branch buy-in o Develop the plan o Analysis of systems to centralize o Education/awareness of benefits	o Major targets (top 3) implemented o Revisit plan o Legislation • Depts to have exempt EE

o Don't use the word "centralization" o Research optimization o Collaboration o Union consultation/buy-in o Start legislative changes o Start change management plan o Start analyzing resources o Start maintaining continuity of leadership (limited term, board appointed) o Select & implement targets (early) o Delivering benefits o Optimization PMO o Exemption of vacant IT positions o ID legislative champions o Optimize shared services o Full list of target systems to implement o Prioritize o Resource o	• Streamline/review of procurement process (end to end) • Establish PMO positions & funding (State EE, not all IT – depending on timeline is State or consultant) o PMO • Governance • Change management • Quality Assurance • Business process reorganizing

- **FLASH FEEDBACK**

I LIKE	I WANT	I WONDER
o I like optimization o I like rethinking of the term "centralization" to "optimization" o I like the 12-18 month plan. Analysis of system to centralize	o I want a transparent charge-back model – special vs. general fund o Optimize shared services o ETS constituent benefits + outcomes	o I wonder how long do legislative changes take? How would it affect plan? o I wonder how you'll get your proposed legislative changes? o I wonder who does the work?

- **ADDITIONAL NOTES**
  - Centralized Services would include:
    - Network services
    - Voice comms

    - Cyber security
    - Desktop (office)
    - Procurement
    - Cloud infrastructure
  - Smaller State IT departments could opt-out of services and/or management *if they can validate that doing so would deliver equal or greater ROI*
  - Our larger IT departments could opt-in to use the catalog of centralized services via MOA (Memo of Agreement) that outlines use and a chargeback model to cover resource costs.

CYBER SECURITY STRATEGY (*Initial planning team:* Todd Nacapuy, Vincent Hoang, Steve Sakamoto, Caroline Julian-Freitas, Mark Clemente)

- **DESIRED OUTCOMES**

o Near Term	o Safeguard constituent information o NIST CSF. Reduce vulnerabilities • Training
o 3-Year	o Educate on IT capabilities o Implement NIST CSF Framework o Reduce external/internal vulnerabilities statewide o Adopt IT security policies • Standardized service catalogs o Training
o 5-Year	o Right-sized Responsiveness Plan (High Availability Networks) o Reduce # of vulnerabilities o Training o Data [Privacy] Officer – coordinate/collaborate with Open Data Team + Cyber Security o Adequate staffing resources
o 10-Year	o Increase efficiency & effectiveness of Cyber Security through use of AI. o POC o On-going constituent education o Effective/efficient IT systems • Minimize sensitive/required data o Increased security

- **METRICS**
  - Identifying where we are (baseline)

- Measure vulnerabilities
- Put out info/workshops for constituents
- Define appropriate response needed for specific threats (24/7 monitoring v. actions)

- **KEY BENEFITS**

KEY BENEFITS	WHO?
More time spent on improving business apps. vs. putting out fires	End user data secured
Increase user awareness	User + IT
Systems available 24/7	Users, All
Reduce/eliminate breaches	All

- **EXPECTED CHALLENGES**
  - Personnel + B.U. (behavior/culture)
  - Users (Increased vulnerabilities)
  - Funding
    - Staffing
    - Data Officer
    - Training
    - Technology
  - Evolving/never-ending threats
  - Legacy infrastructure + applications
  - Perspectives on data security (users)
    - How stakeholders are personally impacted

- **CRITICAL SUCCESS FACTORS**

Critical Success Factors	Stakeholders We Need to Engage
Positively changing mindset (change management) Stakeholder Buy-In/Employee Engagement Talent Acquisition/Workforce Development	.Employees/Mgmt Legislature Tech Committee Chairs Fin/WAM Chairs

o Funding o AI.	o Gov o Non-Profits • Common Cause • THG • Civil Beat

- **THE PLAN**

Near Term (12 - 36 months)	Longer Term (3 – 10 years)
o Framework, Policies, Standards • Work w/Depts to define procedures • Assessments: used to validate defined procedures ▪ Feedback Loop • Desired architecture • Current State architecture • Depts. fill ETS gaps o Incentives • "Currency" – approval time • Consequences o Communication + Education/Training regarding threats + benefits • Documenting what's currently done o Creating the case for change • Dept. buy-in • Communication of shared goals o Infrastructure/Data • Define standards • Better define requirements for funding approval ▪ Get feedback from Stakeholders and include in process	o Education (External education by CISO) + Communication: Why prioritize Cyber Security? o Cost-Benefit Analysis o ROI o Infrastructure/Data • Protect legacy systems ▪ 3rd Party Assessments every 2-3 years • Consistently enforce standards • Reduce/eliminate breaches (de-identify) o Prescriptive guidance needed from State (ETS) o Tokenization + De-identification • Reduction of storage • Reduce breaches

- **FLASH FEEDBACK**

I LIKE	I WANT	I WONDER
o I like recognition that there's	o I want CISO to educate the	o I wonder what you need for

such a thing as too prescriptive security o Awareness of hazard of over-collection of sensitive info o I like the use of analogies to explain the outcomes and plan o I like the idea of a feedback loop o I like the focus on change management	public on cyber o Reduce storage of risk data o Cyber Security o I want collaboration in plans between Open Data team and Cyber Security o I want desired architecture so I can fill gap o I want a clearer story of what is today, what we are moving to and how? o Tokenization	depts. to work together effectively and engaged? o I wonder whether the reduced collection of data could extend beyond only highly sensitive data elements? o Service disruption o Availability

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IMPROVE IT INFRASTRUCTURE (*Initial planning team:* Todd Nacapuy, Robert Choy, Rachel Faitau, Ryan Shimamura, Dwight Bartolome, Tracy Ban)

- **DESIRED OUTCOMES**
  - Business driving technology
  - Modernize to enable efficiency
  - Minimize/isolate risk of legacy systems
  - Create foundation/tools that will drive other strategic needs
  - Save money through purchasing w/economies of scale
  - Robust infrastructure adaptable for future needs including IT changes/opportunities
  - Not to end up with end of life software/hardware

- **METRICS**
  - Indicate ROI
    - What business needs met?
    - How much money saved from finding economies of scale?
  - % of adoption of technology
  - % of uptime
  - Number of people using a system
    - How many affected by changes in system?
  - Employee/constituent sentiment
  - Software/hardware end of life standard

- **KEY BENEFITS**

KEY BENEFITS	WHO BENEFITS?
1. Money saved – all departments – better strategic spending 2. Lower risk 3. Standardization – departmental understanding/resource optimization 4. Economies of scale – improved leverage of hardware/software 5. Business efficiency & effectiveness 6. Improved reliability of services 7. Improved technological longevity 8. Save time not reinventing IT wheel 9. Staff training/experience	o Constituents/taxpayers o Staff – all departmental and internal o IT resources o High level leaders/executives o Businesses o Legislature/decision-makers

- **EXPECTED CHALLENGES**
  - Funding
    - Large infrastructure changes
    - Explanation & justification to policy-makers
    - CapEx -> OpEx transition & explanation to policy-makers
  - Culture and buy-in
    - Status quo preference
  - Identifying champions (ETS)
    - Business vs. technology
    - Legislative
  - Resources (staff, training, workforce)
    - Bargaining unit contracts
    - Staff pay
    - Education of staff
  - Identifying what should(n't) be centralized
  - Different departmental IT levels
  - Communication disconnect

    - Business & IT
    - Education of stakeholders
- Sustainability and continuity of plans across administrations

- **CRITICAL SUCCESS FACTORS**
  - Leadership
    - Executive, Legislative, Dept., ITSC, Business, IT alignment, Champions
  - Funding
    - Good project plans
    - Good business case
  - Communication
    - Business, IT, Dept., Staff, Legislature, Public, Strategic Plan Objectives
  - Workforce
    - Training
    - Buy-in
  - Long-term Sustainable Strategic Plan
  - Change Management Focus

- **THE PLAN**

- Near Term (12 - 36 months)	- Identify Champions
	  • Business, Legislators, IT, Depts.
	- Establish a Strategic Plan
	  • Funding strategy
	  • Identification of tactics
	- Change Management Plan
	- (3-Year) Start implementation of Strategic Plan
	  • Tactical details executed

- Longer Term (3 – 10 years)	- 5-Year
	  • Evaluate past successes
	  • Revisit & refine strategic plan based on metrics
	- 10-Year
	  - Revisit & refine strategic plan

- Recurring	- Identification of Champions

	• Coincide w/elections • Staff turnover o Stakeholder Engagement • Ensure actions and strategic plan align • Communication w/legislators, Depts., etc. o Continued focus on change management o Create & revisit Workforce Development Plan o Funding strategy for CapEx & OpEx o What is IT Infrastructure? • Hardware, software • People, process, technology • Network; incl. communications & wireless; radios • Data store • Central computing (e.g., server) • End-point computing (e.g., user) o Revitalize CIO Council/Working Group o Strategic Plan • Above items create the framework that feeds into the strategic plan • Implementation plan o Roadmap for implementation • Change Management Plan o Current vs. desired state of IT infrastructure • Technology options + trends • Business purpose, strategies, and vision o Departments, ETS

- **FLASH FEEDBACK**

I LIKE	I WANT	I WONDER
o I like business-driven technology	o I want more detail in IT infrastructure plan – what infrastructure changes are happening? What needs to happen? What might be	o I wonder what the strategic plan will address? o I wonder what specifics have to change?

	happening? o I want a network plan o I'd like to see more detail of strategic plan. List 35 o IT leaders meeting on infrastructure o Network plan? o Establish working team?	o What's included in IT infrastructure? o What infrastructure changes? o Where are we now? Current state.

"OPEN" DATA GOVERNANCE (*Initial planning team:* Todd Nacapuy, Brian Black, Stuart Shirai, Todd Omura, Jennifer Brooks, Phan Sirivattha, Della Belatti)

- **DESIRED OUTCOMES**

	PUBLIC
o 1-Year	o Data classification (define) & adoption o Do no harm o State data (info asset) governance
o 2-Year	o Policy? Process & Methodology (Development) • Procurement • Standards
o 3-Year	o Data Dictionary o Data Inventory
o 5-Year	o Utility • Use of technology/tool • Data integration

	PUBLIC	**INTER-AGENCY**
▪ 10-year Outcomes	o All suitable info for Open Data a defined in the statute is posted and regularly updated online in machine readable format, with keys as appropriate • Public is aware that info is available and where • Info is searchable in	o All data suitable for general inter-agency access is available in intranet, and regularly updated • Info is searchable • Agency staff is aware of the resource • Info is reliable

	effective, intuitive way • Info is reliable-accurate and up-to-date	
	PUBLIC	**INTER-AGENCY**
▪ METRICS	o % data element published within category o Goal -> 100% Publishable	o % data element sharing within category o Goal -> 100% Sharing

- **KEY BENEFITS**
  - o Leveraging bargaining power for state
  - o Greater trust and understanding citizens
  - o Better service deliverability/client experience
  - o Avoid duplication of efforts
    - Improve efficient & effective gov't business
  - o Identifying issues and solutions not obvious in isolation
    - More talent reviewing data/problems
  - o Civic engagement
    - More public involvement and direct participation
  - o More opportunity for objective decision-making

- **EXPECTED CHALLENGES**
  - o Inconsistency across agencies
    - Data standardization
  - o Culture of agencies
    - Need for approval to share vs. default sharing culture
  - o Legal landscape
    - Inter-agency sharing/confidentiality statutes everywhere
    - Need to revise/rethink 92F-19?
  - o Culture of AG – public interest focus vs. sole client focus

    - In charge of pushing open data initiative?
  - Risk averse to disclose
  - No definitive answer to all questions
    - Someone needs to take responsibility
    - One statewide group or by department
  - Union

- **CRITICAL SUCCESS FACTORS**
  - Establish program governance body
    - Department understanding & buy-in
  - Systems of record
    - Data inventory
    - Dictionary
    - Classification
  - Policies/Procedures
    - Method for enforcement across agencies
  - Legislation re: interagency sharing
  - Enabling technology

- **THE PLAN**

o Near Term (12 - 18 months)	o Program governance (working group [not created by reso/bill, just a working group w/Gov't support]) -> legislation/funding (Jan-June 2019) • ETS initiate process; department participation statewide (executive endorsement) • Draft legislation and appropriation request o Start collecting systems of record/pilot project? (Mar-Aug 2019) • Report of pilot project • Any proposed legislation to ensure authority of governance body o Legislation (Sept 2019-June 2020) • Establish program body and appropriate authority • Appropriation for program

	o Policies/Procedures/Guidelines (Jan 2019) • ETS publish open data standards as required by existing Open Data law, includes how to prioritize publication of open data o Communicating plan and next steps re: working group (Jan 2019) o Statewide Data Sharing Framework
o Longer Term (24 – 36 months)	o Interoperability Framework for data (30 months) o Process & Methodology for evaluating data (30 months) o Complete system of record collection (24 months) o Training/communications to address culture and departmental buy-in (24-36 months) o Legislation re: inter-agency sharing challenges (could include allowing for MOA's if desired). (36 months)

- **FLASH FEEDBACK**

I LIKE	I WANT	I WONDER
o I like inventory strategy for non-shareable data - PHI o I like the inter-agency goal of open data sharing o I like the idea of a standardized data dictionary o I like the evaluation of open data	o I want MOA's between depts. for data sharing o Working group o Inventory of types of data	o I wonder if legislation can be introduced in 2019-Jan for task force o I wonder if addressing culture & buy-in issues should happen in 2019, i.e., ASAP

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2018 Metrics for Evaluation of the Chief Information Officer (CIO)

As of November 7, 2018

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IT GOVERNANCE

2018 Metric Description	Measurement	Deadline	**Grade**	**Comments**
Expand IT governance processes to include the Department of Education (DOE), pursuant to Administrative Directive (AD) No. 15-02, "Program Governance Requirements for Act 119 and Enterprise Information Technology Projects"	Percentage of departments participating	12/1/18		16 out of 17 Departments actively participating.
Expand IT annual budget request process to include participation by the Department of Education, in accordance with HRS section 27-43(a)(5), requiring departments to maintain their respective multi-year IT strategic and tactical plans and roadmaps as part of the State's overall IT strategic plans	Percentage of departmental roadmaps maintained	12/1/18		16 out of 17 Departments actively participating.
Reduce costs of IT projects reviewed under IT governance processes (AD No. 15-02)	Percentage of reduction relative to overall IT costs: 10 percent	12/1/18		As of Nov. 1, total cost reduction, avoidance, efficiency gains approx. 10% of all approved IT spend requests
Deploy 10 Enterprise Architecture (EA) policies and standards on citizen-facing website; continuous deployment and maintenance of statewide policies and standards.	Yes or no and overall quality of resource	12/1/18		Currently, 6 policies are posted
Establish web accessibility standard and launch statewide training resources	Yes or no	12/1/18		In FY19 Q1, ETS procured and deployed SiteImprove web accessibility checking, site optimization web software for use by all Executive Branch Departments, including providing overview/usage training sessions (in person and via web). Formulated draft updated web accessibility standards – circulating to DCAB for review.

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IT WORKFORCE DEVELOPMENT

2018 Metric Description	Measurement	Deadline	**Grade**	**Comments**
Minimize level of vacancies within ETS	Vacancies: less than 10 percent monthly average rate	12/1/18		As of 11/1/18 – 8% vacancy rate; expected to decrease further by end of year – 3 individuals selected for hire.
Facilitate programs designed to establish, expand and/or promote career path opportunities within the State for IT workers:				
Use of LinkedIn as a recruitment/ branding tool throughout all departments (not only for IT positions)	20% of departments use tool	12/1/18		Introduced LinkedIn to DCCA. DCCA in July was working on the order.
ETS Employee participation in the Civil Service IT Broadbanding Project	ETS employees participating in program: 10 percent of applicable civil service IT employees	12/1/18		7% of applicable civil services IT employees participated in the IT Broadband for 2018.
Continue and expand Hawaii Annual Code Challenge program	3rd event compared to previous; goal: greater than 250 participants	12/1/18		An estimated 200 participants due to room capacity.
NEW Technical training – Provide professional development and personal development to ETS based on needs assessment conducted	Suggested: Increase the number of staff taking training by 20% from the prior year. Or: Use all training budget for 2018.	12/1/18		As of 11/1/18, the number of staff that took training is 18% compared to 2017 which was 31%. This only reflects reported training; may not reflect self-directed training.

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CYBERSECURITY

2018 Metric Description	Measurement	Deadline	**Grade**	**Comments**
Fill all available ETS cybersecurity positions	Yes or no and overall quality of resource	12/1/18		Filled vacant positions - OCT 2018
Implement cybersecurity response plan and identify and train key State personnel.	Yes or no	7/1/18		Implementation - Ongoing Tabletop Exercise - AUG 2018 - AUG 2018 Training - SEP 2018
Establish metrics for cybersecurity response and effectiveness	Yes or no and quality of metrics	7/1/18		Assessment: - SEP 2018

ENTERPRISE PROJECTS & PROGRAMS

2018 Metric Description	Measurement	Deadline	**Grade**	**Comments**
Issue RFP for State Web Portal Program per Access Hawaii Committee standards	Yes or no	8/1/18		RFP not issued. During past year, procurement committee formed with State Procurement Office. However, more definition on business model, goals, and expectations are needed to ensure needs are being addressed in the new procurement.
Demonstrate successful implementation of the following enterprise initiatives:				

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2018 Metric Description	Measurement	Deadline	**Grade**	**Comments**
NEW All enterprise projects receive an IV&V including plans to address any major findings	Yes or no	12/1/18		Per HRS 27-43.6, CIO has required IV&V assessments on enterprise projects, like DOT-Highways financial management system upgrade, DLIR's DCD modernization, EUTF benefits system upgrade, and ERS retirement system upgrade
Completion of Tax System Modernization Project, Phases 2 & 3	Review, assess and develop plan to address any major IV&V findings as of date	12/1/18		Phases 2 & 3 completed. IV&V activities in-flight now, no major findings to-date.
Completion of Enterprise Payroll and Time & Attendance Modernization, Payroll Phase	On track, on budget	12/1/18		To be reported on in December.
Implement Kauhale On-Line Eligibility Assistance (KOLEA), Phases 1 & 2	On track, on budget	12/1/18		To be reported on in December.
NEW Report on upcoming enterprise projects, e.g., summary of project phase activities, by phase (planning, budgeting, procurement, or implementation), within upcoming 6-12 months.	On track, on budget	12/1/18		In Department IT Roadmap Dashboard, enterprise projects are now tagged – next step is to provide various views for easier navigation.
NEW Report on actionable IV&V findings	Yes or no	12/1/18		Currently, the ETS website tracks four projects with IV&V activities: DoTAX Tax System Modernization, DOH BHA Integrated Case Management, DAGS HawaiiPay, and DHS Systems Modernization; next steps are to create a dashboard view(s) for the projects.

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2018 Metric Description	Measurement	Deadline	**Grade**	**Comments**
NEW Departments with Enterprise Projects reports to ITSC semi-annually on status	Yes or no	7/1/18 12/1/18		August meetings were cancelled. Initial reports were on 10/3/18.

SERVICES-ORIENTED INFRASTRUCTURE

2018 Metric Description	Measurement	Deadline	**Grade**	**Comments**
Define level of support and further increase capability to provide tech support to departments as enterprise service	>95% Job tickets received and closed	12/1/18		3306 total tickets at of 11/1/18 3218 tickets closed (97%) 88 tickets open (3%) (53 tickets of the 88 are security related 2%)
Demonstrate progress and success of:				
1) Provide Enterprise-wide Office 365 Project Support	Quality of departmental participation and sustainability based on survey results for O365	07/1/18		No survey done
2) Provide Enterprise-wide eSign Service Support	Number of transactions and quality of departmental participation; 200,000 transactions in calendar year 2018	12/1/18		Completed: 164,477 (main tenant) + 12,163 (secondary tenant) = Total 176,640 Unique Senders: 4692 (main tenant) + 329 (secondary tenant) = Total 5021
3) Implement Government Private Cloud / Cloud Services	Migration completed (yes or no)	12/1/18		No. Planned completion end of 11/18.

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2018 Metric Description	Measurement	Deadline	**Grade**	**Comments**
4) Continue Network Operations & Maintenance	Reliability and sustainability; goal for core Next Generation Network: 99.99% availability, excluding planned maintenance	12/1/18		99.997%
5) Maintenance and Operations of Telecommunications Services	Successful 99.99% availability, excluding planned maintenance	12/1/18		100%

OPEN DATA

2018 Metric Description	Measurement	Deadline	**Grade**	**Comments**
Identify and Establish appropriate governance policies for open data	Yes or no	12/1/18		Draft open data guidelines circulated to Office of Information Practices and selected external organizations – will also align with upcoming Statewide IT Strategic Plan goals and objectives.
Support Utilization of ETS Strategic Roadmap Dashboard	Compare roadmap data (planned spends) to actual spend requests	12/1/18		Currently developing integration with Sharepoint IT Spend Request site and Sharpcloud IT Roadmap site.
Evaluated effectiveness of State Web Portal program and model.	Survey of constituents	12/1/18		To be reported on in December.

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COST TRANSPARENCY

2018 Metric Description	Measurement	Deadline	**Grade**	**Comments**
Collect departmental IT roadmaps, under new authority provided under HRS 27-43	Quality of departmental participation	7/1/18		16 out of 17 Departments actively participating. Currently looking at ways to measure level of participation – will report on in December.
Standardize and publish finance data in ETS IT strategic roadmap, incorporating and aligning information from departmental IT roadmaps	Yes or no	12/1/18		Fields added to IT roadmap template for Departmental use.
Define and publish financial piece of ETS IT strategic roadmap setting clear goals and benchmarks for the CIO's priority areas and priority projects/programs by the deadline to submit Executive Budget Request to the Legislature	Yes or no	12/1/18		Fields added to IT roadmap template, and Financial view added to Department Dashboard. Currently aligning with priority areas and programs.
Track cost savings by comparing planned budget to actual spending via the publicly accessible online dashboard.	Yes or no	7/1/18		Financial view comparing planned vs. actual spending added to Department Dashboard.