State IT Strategic Plan Overview

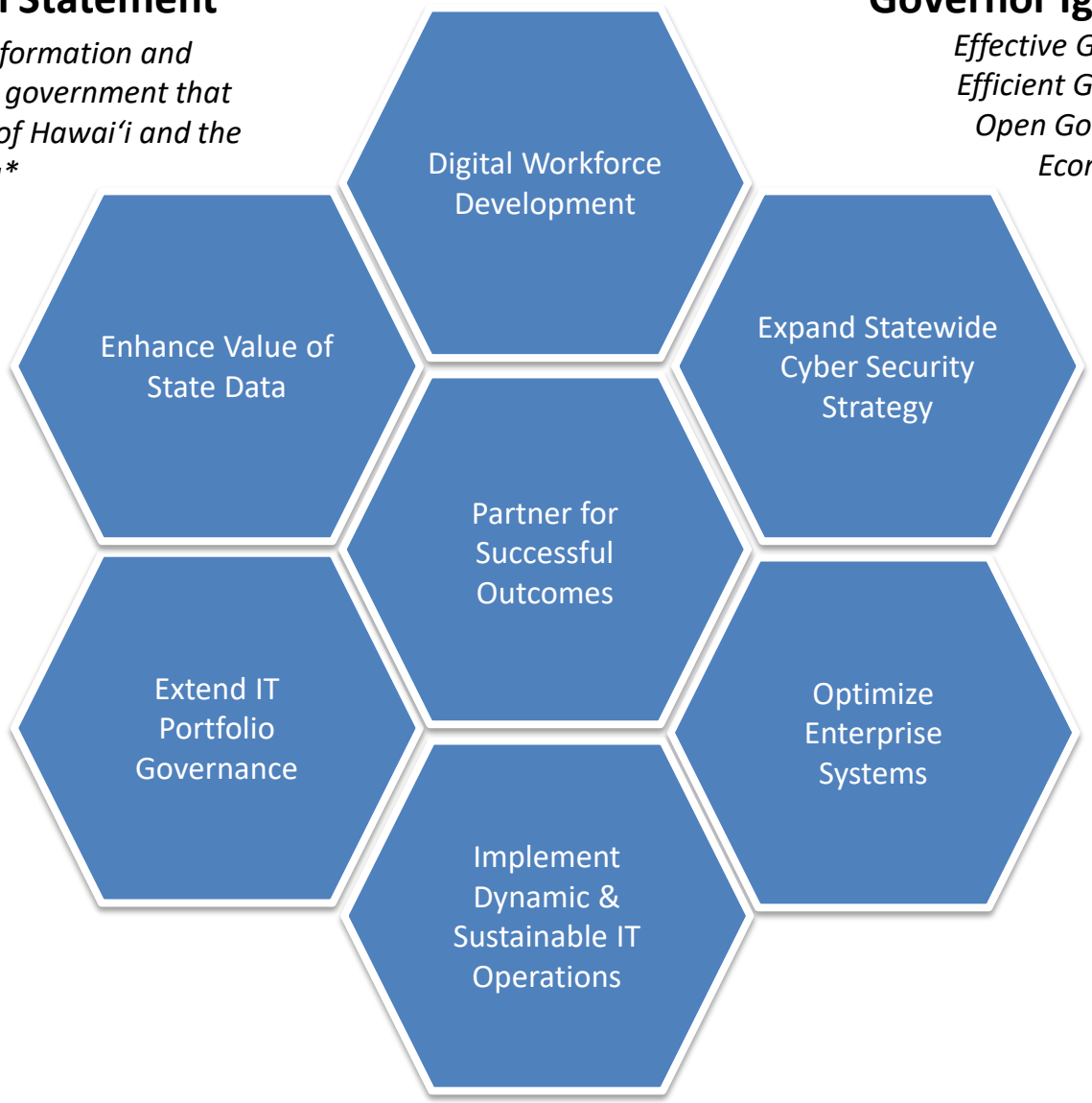
State IT Vision Statement

*Transformative information and technology-enriched government that serves all the people of Hawai‘i and the ‘āina**

Governor Ige’s Priorities

Effective Government
Efficient Government
Open Government
Economy

STATE’S IT STRATEGIC PRIORITIES



*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.

Background

- *HRS 27-43 requires Strategic Plan*
- *CIO started new planning process in 2018*
- *Four facilitated sessions with stakeholders*
- *Plan approved by IT Steering Committee in April 2019*
- *New bill requires update every four years*

Purpose

- Clearly articulate the State Information Technology future vision, mission, strategic priorities, expected outcomes, major initiatives to achieve those priorities, and responsible owners for key plan elements.

- Establish a system for implementation of the plan over the first year and next four years.

- Provide guidance to ETS and department IT organizations to help with alignment throughout the state.

- Create an instrument to support awareness and accountability for all parties to the strategic plan.

- Fulfill the requirements of Hawaii Revised Statutes 27-43 and House Concurrent Resolution 94

HRS 27-43(a)

- ETS shall:
  - (2) Develop, implement, and manage the state information technology **strategic plans**;
  - (6) **Report annually** to the governor and the legislature on the status and implementation of the state information technology strategic plan;

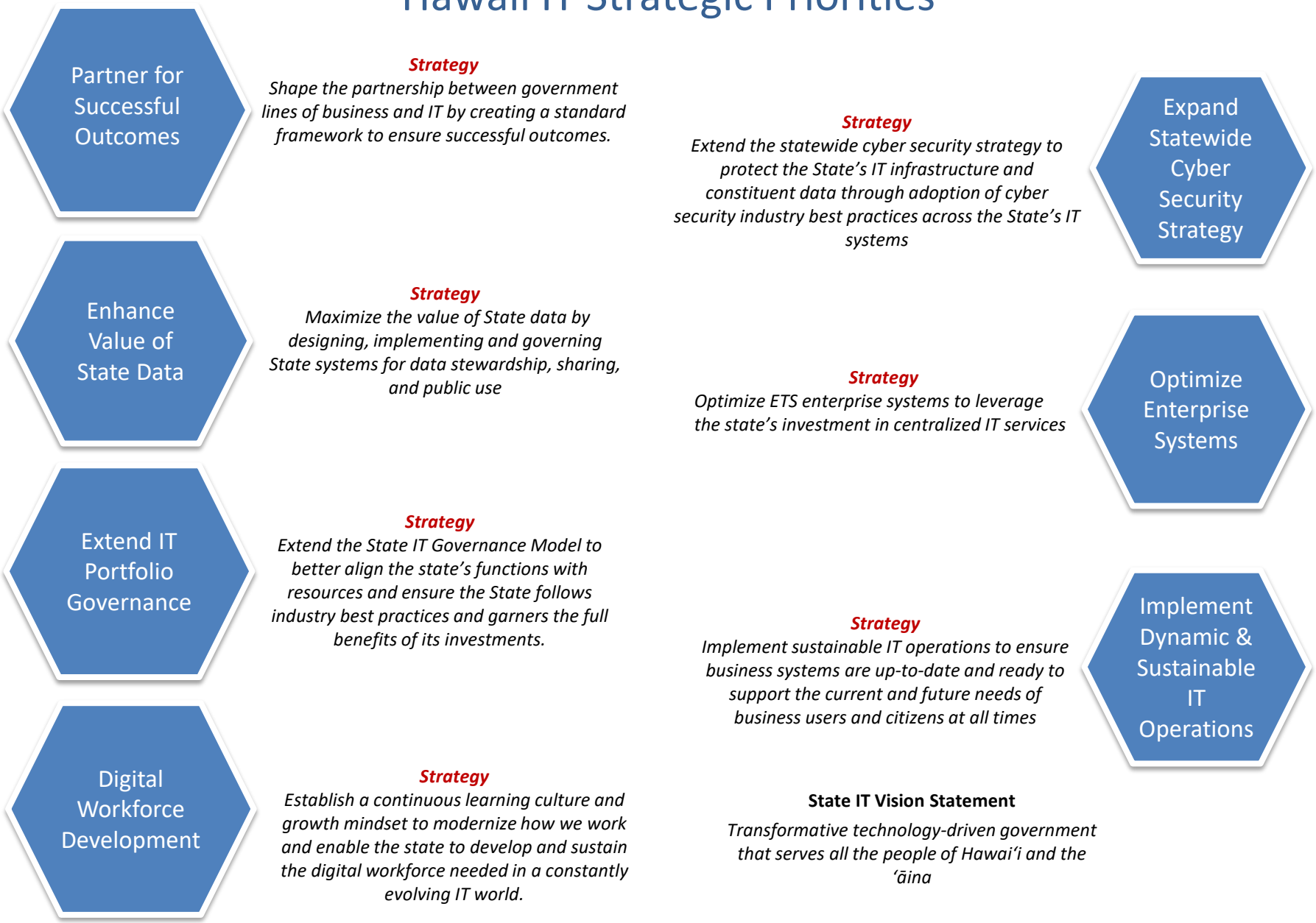
Vision

- *Transformative information and technology enriched government that serves all the people of Hawai‘i and the ‘āina*

Mission Statement

- *Seamlessly blend innovative Information Technology with well-engineered business processes to deliver and support sustainable systems that empower our workforce to accelerate excellent outcomes for business, citizens and the aina in support of the State's policies, decisions, operations and services*

Hawaii IT Strategic Priorities



Expand Statewide Cyber-Security Strategy

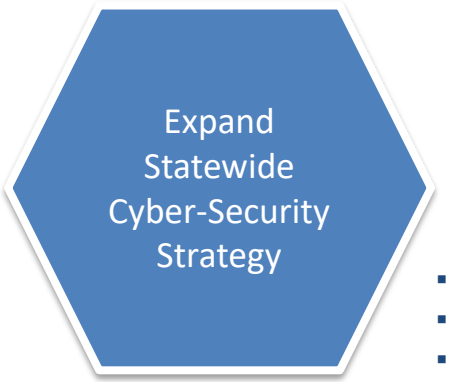
- ***Strategy***

- *Expand the statewide cyber security strategy to protect the State's IT infrastructure and constituent data through adoption of cyber security industry best practices across the State's IT systems*

- Team Lead: ETS Chief Information Security Officer

HRS 27-43.5

- Additional duties of the chief information officer relating to **security** of government information.
  - (a) The chief information officer shall provide for periodic security audits of all executive branch departments and agencies regarding the protection of government information and data communication infrastructure.



Strategy

Expand the statewide cyber security strategy to protect the State's IT infrastructure and constituent data through adoption of cyber security industry best practices across the State's IT systems

Desired Outcomes

- *Safeguard state and constituent information*
- *Reduce vulnerability to external threats*
- *Immediate System-wide threat response*
- *Security efficiency through use of AI/ML*
- *Minimize storage of sensitive data*

Key Strategic Stakeholders

- *Cyber security specialists*
- *State IT Directors, leaders/management*
- *Employees (buy-in, good security hygiene)*
- *Legislature (funding & resource commitment)*
- *IT product and service providers and industry associations*
- *Federal government*

Expected Benefits

- *Increased public trust in systems, state government*
- *Reduced/eliminated breaches*
- *Cost savings*
- *Safer data, applications, systems*
- *Increased system up-time (True 24/7 availability)*

METRICS

- # of verified cyber security incidents/year
- Training participation
- CIS Reference Model Scorings
- CMM level score

Expected Challenges

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

Near-Term Objectives (12 months)

- *Establish a strategy governance process, executive sponsor, charter, program lead, staff, working group and user groups*
- *Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement*
- *Establish a high-level Capability Maturity Model measurement framework and begin measurement*
- *Plan & begin implementing change management efforts – early communications: Threats, benefits, timing, current action*

Longer-Term Objectives (2-4 years)

- *Capability Maturity Model: Increase level attained and granularity in for state, departments and agencies*
- *Reference Model: Increase progress in prioritized reference model and adjust as necessary*
- *Identify & drive next-tier legislative changes/additions*

CIS Controls™

V7

Basic

1. Inventory and Control of Hardware Assets
2. Inventory and Control of Software Assets
3. Continuous Vulnerability Management
4. Controlled Use of Administrative Privileges
5. Secure Configuration for Hardware and Software on Mobile Devices, Laptops, Workstations and Servers
6. Maintenance, Monitoring and Analysis of Audit Logs

Foundational

7. Email and Web Browser Protections
8. Malware Defenses
9. Limitation and Control of Network Ports, Protocols, and Services
10. Data Recovery Capabilities
11. Secure Configuration for Network Devices, such as Firewalls, Routers and Switches
12. Boundary Defense
13. Data Protection
14. Controlled Access Based on the Need to Know
15. Wireless Access Control
16. Account Monitoring and Control

Organizational

17. Implement a Security Awareness and Training Program
18. Application Software Security
19. Incident Response and Management
20. Penetration Tests and Red Team Exercises

CIS Controls™

CIS™ Center for Internet Security®

BI = Business Intelligence | BICC - BI Competency Center

Source ~ Gartner 20

Extend IT Portfolio Governance

- ***Strategy***

- *Extend the State IT Governance Model to better align the state's functions with resources and ensure the State follows industry best practices and garners the full benefits of its investments.*

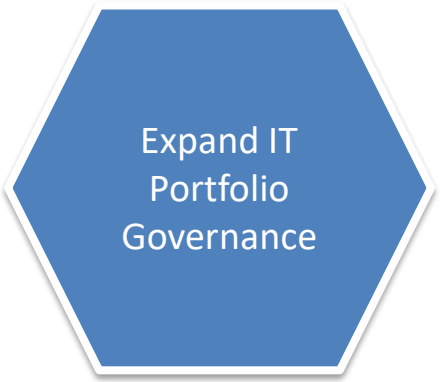
- Team Lead: ETS Enterprise Architect

HRS 27-43(a)

- ETS shall:
  - (1) Develop, implement, and manage statewide information technology **governance**;
  - (3) Develop and implement **statewide technology standards**;
  - (4) Work with each **executive branch department** and agency to develop and maintain its respective multi-year information technology strategic and tactical plans and **road maps** that are part of the State's overall information technology strategic plans, road maps, and directions;

HRS 27-43(a)

- ETS shall:
  - (5) Coordinate each **executive branch department** and agency's information technology **budget request, forecast, and procurement purchase** to ensure compliance with the department or agency's strategic plan and road map and with the office of enterprise technology services' information technology governance processes and enterprise architecture policies and standards, including policies and standards for systems, services, hardware, software, and security management;



Strategy

Extend the State IT Governance Model to better align the state's functions with resources and ensure the State follows industry best practices and garners the full benefits of its investments.

Desired Outcomes

- *Proactive and transparent portfolio planning and management though system life cyle*
- *Transparency into cost, schedule and performance and re-baselining of projects*
- *Sharing and reuse of existing hardware and software*
- *IT systems are well-engineered and appropriately designed for their intended use*

Key Strategic Stakeholders

- *State departments, agencies – IT and business partners*
- *ITSC*
- *Legislature*
- *Public/constituents/interest groups*
- *Vendors*

Expected Benefits

- *Transparency into system investment, performance and lifecycle including planning, investments, system health, modernization, end of service and system replacement*
- *Better planning by ETS and departments Resource leveling to avoid spikes in budget and staff levels*
- *A more effective accountability framework*

METRICS

- # of systems monitored
- % systems with complete information
- # of re-baselines
- Reference Model & CMM Scores

Expected Challenges

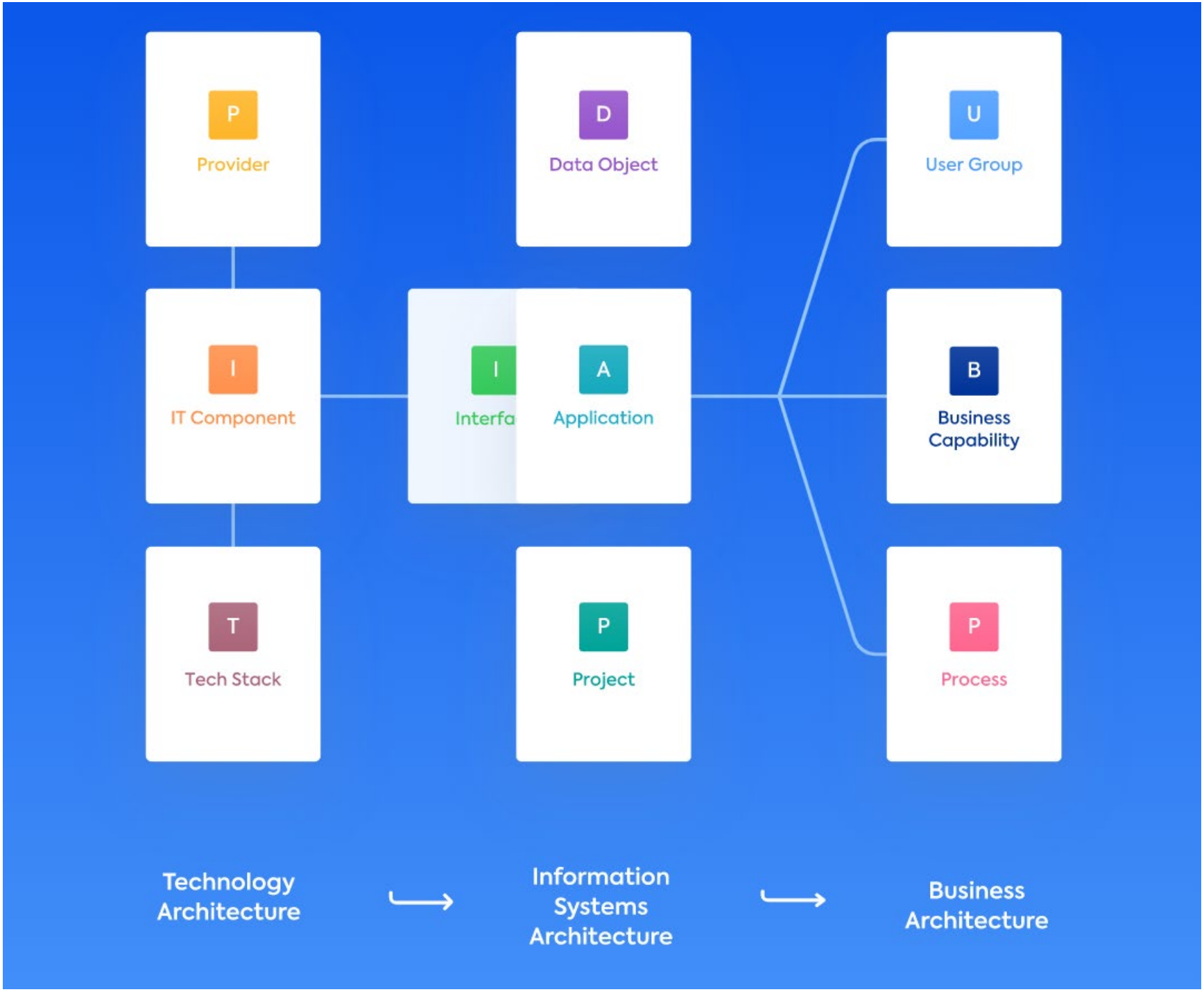
- *Gathering, organizing and analyzing portfolio data from across the enterprise*
- *Resource constraints – funding, limited skillsets*
- *Buy-in to adopt required standards, shared services, common platforms vs. customized habits, systems*
- *Organizational commitment to share data*
- *Selecting appropriate performance indicators & best practices*

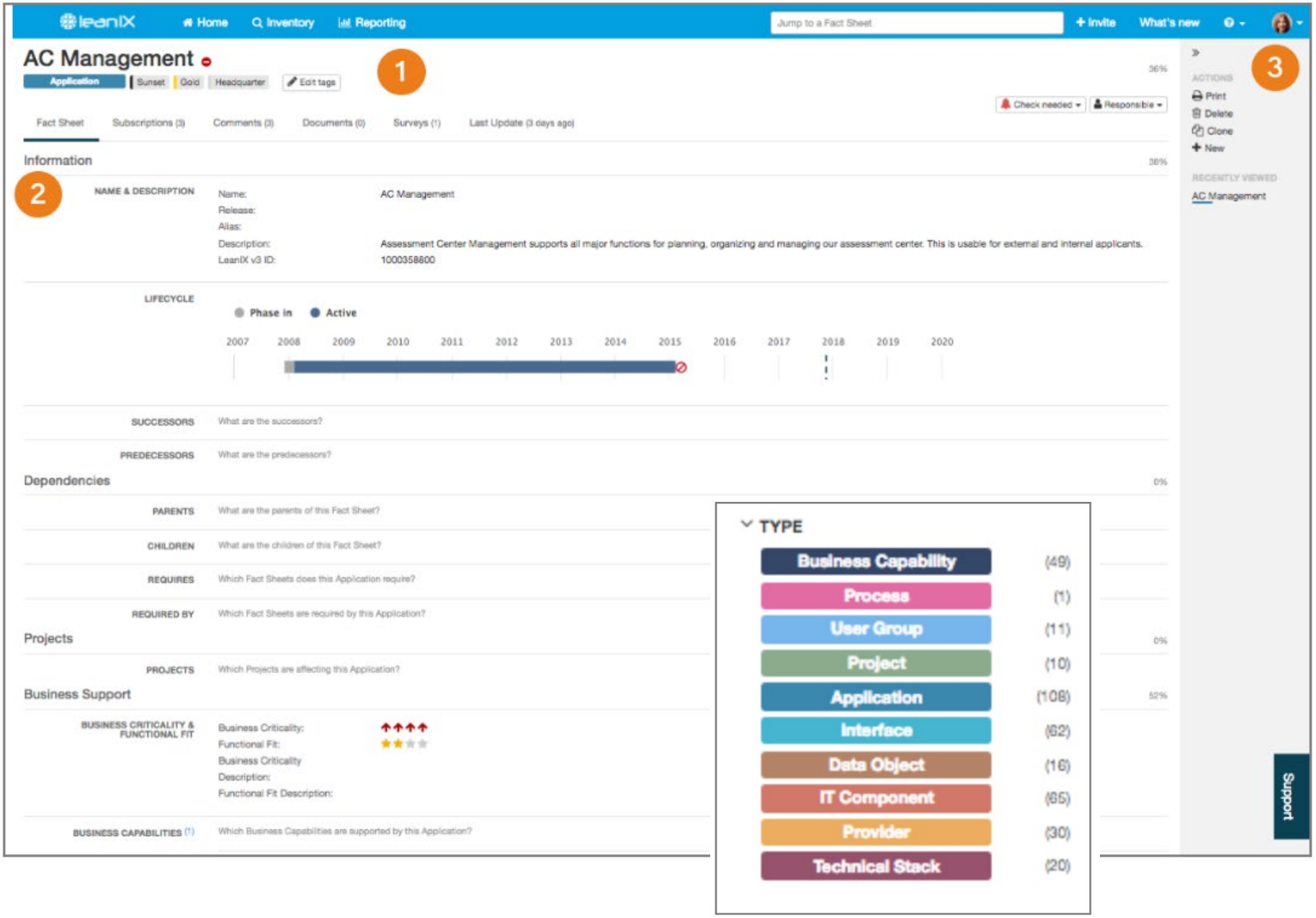
Near-Term Objectives (12 months)

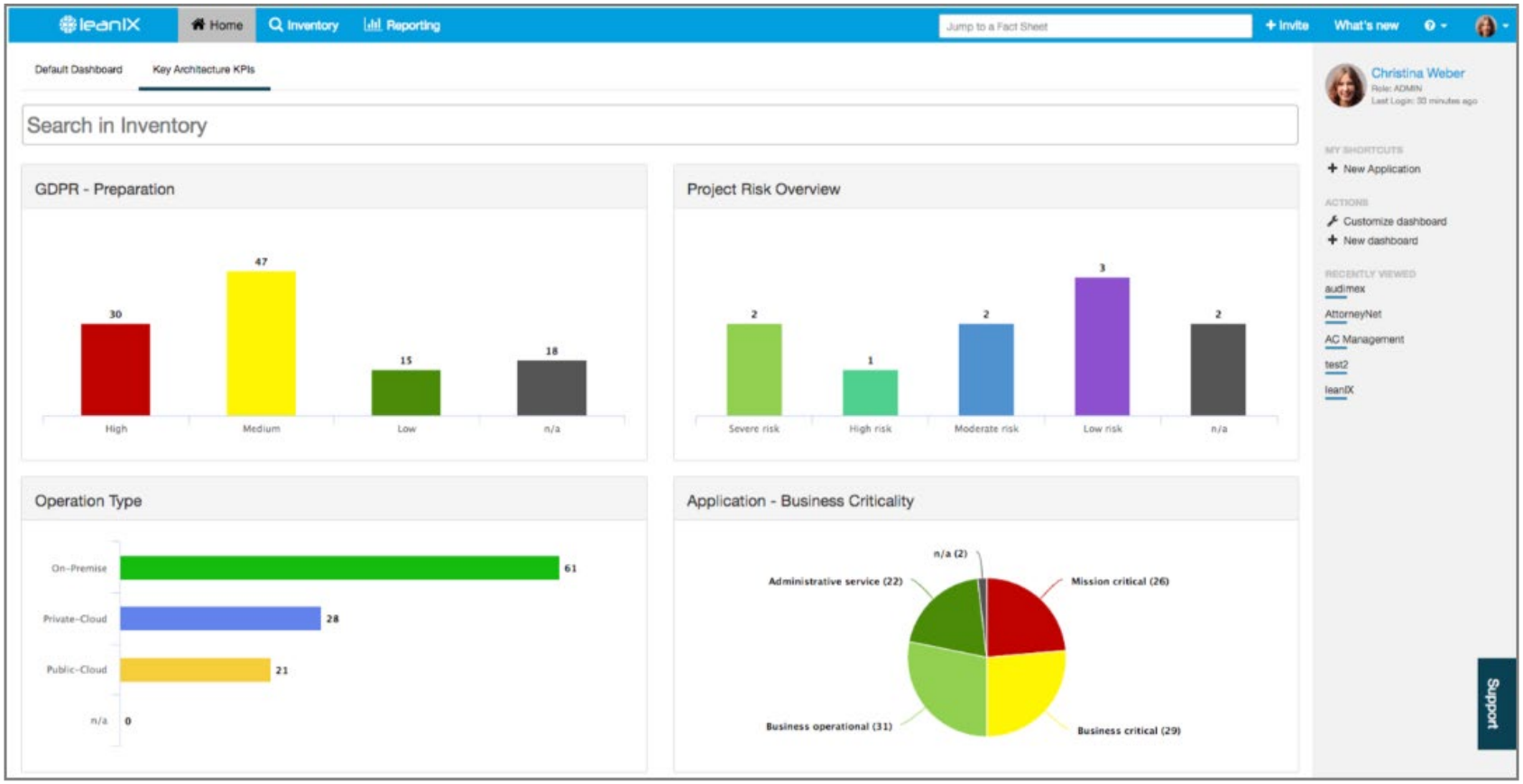
- *Establish a strategy governance process, executive sponsor, charter, program lead, staff, working group and user groups*
- *Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement*
- *Establish a high-level Capability Maturity Model measurement framework and begin measurement*
- *Plan & begin implementing change management efforts – early communications: Threats, benefits, timing, current action*

Longer-Term Objectives (2-4 years)

- *Capability Maturity Model: Increase level attained and granularity in for state, departments and agencies*
- *Reference Model: Increase progress in prioritized reference model and adjust as necessary*
- *Complete inventory that informs plan & funding for modernizing/replacing legacy systems across the enterprise*


P
Provider
D
Data Object
U
User Group
I
IT Component
I
Interfa
A
Application
B
Business Capability
T
Tech Stack
P
Project
P
Process
Technology Architecture
Information Systems Architecture
Business Architecture

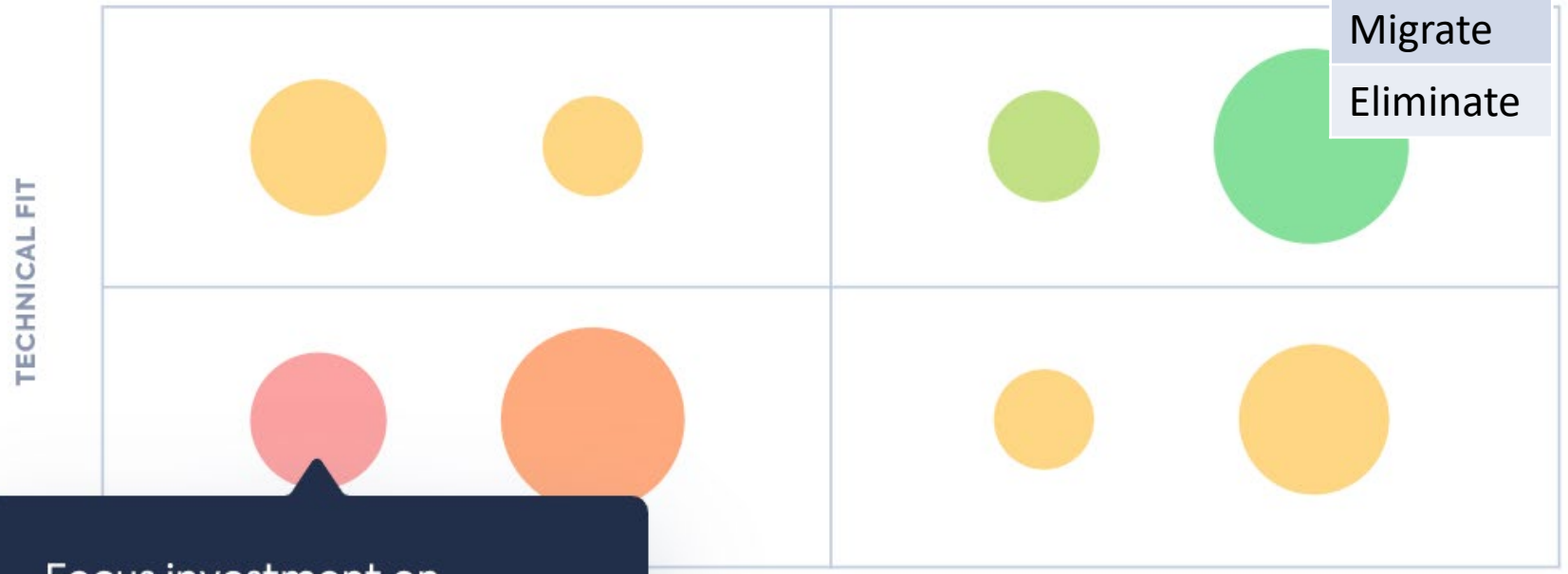

leanIX
Home
Inventory
Reporting
Jump to a Fact Sheet
+ Invite
What's new
AC Management
Application
Sunset
Gold
Headquarter
Edit tags
1
36%
Check needed
Responsible
Fact Sheet
Subscriptions (3)
Comments (3)
Documents (0)
Surveys (1)
Last Update (3 days ago)
Information
38%
2
NAME & DESCRIPTION
Name:
AC Management
Release:
Alias:
Description:
Assessment Center Management supports all major functions for planning, organizing and managing our assessment center. This is usable for external and internal applicants.
LeanIX v3 ID:
1000358800
LIFECYCLE
Phase in
Active
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
SUCCESSORS
What are the successors?
PREDECESSORS
What are the predecessors?
Dependencies
0%
PARENTS
What are the parents of this Fact Sheet?
CHILDREN
What are the children of this Fact Sheet?
REQUIRES
Which Fact Sheets does this Application require?
REQUIRED BY
Which Fact Sheets are required by this Application?
Projects
0%
PROJECTS
Which Projects are affecting this Application?
Business Support
52%
BUSINESS CRITICALITY & FUNCTIONAL FIT
Business Criticality:
Functional Fit:
Business Criticality
Description:
Functional Fit Description:
BUSINESS CAPABILITIES (1)
Which Business Capabilities are supported by this Application?
3
ACTIONS
Print
Delete
Clone
New
RECENTLY VIEWED
AC Management
Support
TYPE
Business Capability (49)
Process (1)
User Group (11)
Project (10)
Application (108)
Interface (82)
Data Object (16)
IT Component (65)
Provider (30)
Technical Stack (20)


leanIX
Home
Inventory
Reporting
Jump to a Fact Sheet
+ Invite
What's new
Default Dashboard
Key Architecture KPIs
Search in Inventory
GDPR - Preparation
30
47
15
18
High
Medium
Low
n/a
Project Risk Overview
2
1
2
3
2
Severe risk
High risk
Moderate risk
Low risk
n/a
Operation Type
On-Premise
61
Private-Cloud
28
Public-Cloud
21
n/a
0
Application - Business Criticality
n/a (2)
Administrative service (22)
Mission critical (26)
Business operational (31)
Business critical (29)
Christina Weber
Role: ADMIN
Last Login: 30 minutes ago
MY SHORTCUTS
+ New Application
ACTIONS
Customize dashboard
+ New dashboard
RECENTLY VIEWED
audimex
AttorneyNet
AC Management
test2
leanIX
Support


Drilldown: Successor
Plan
Phase In
Active
Phase Out
Application I
Successor I
Application II
For Applications that are End-Of-Life Successors need to be planned

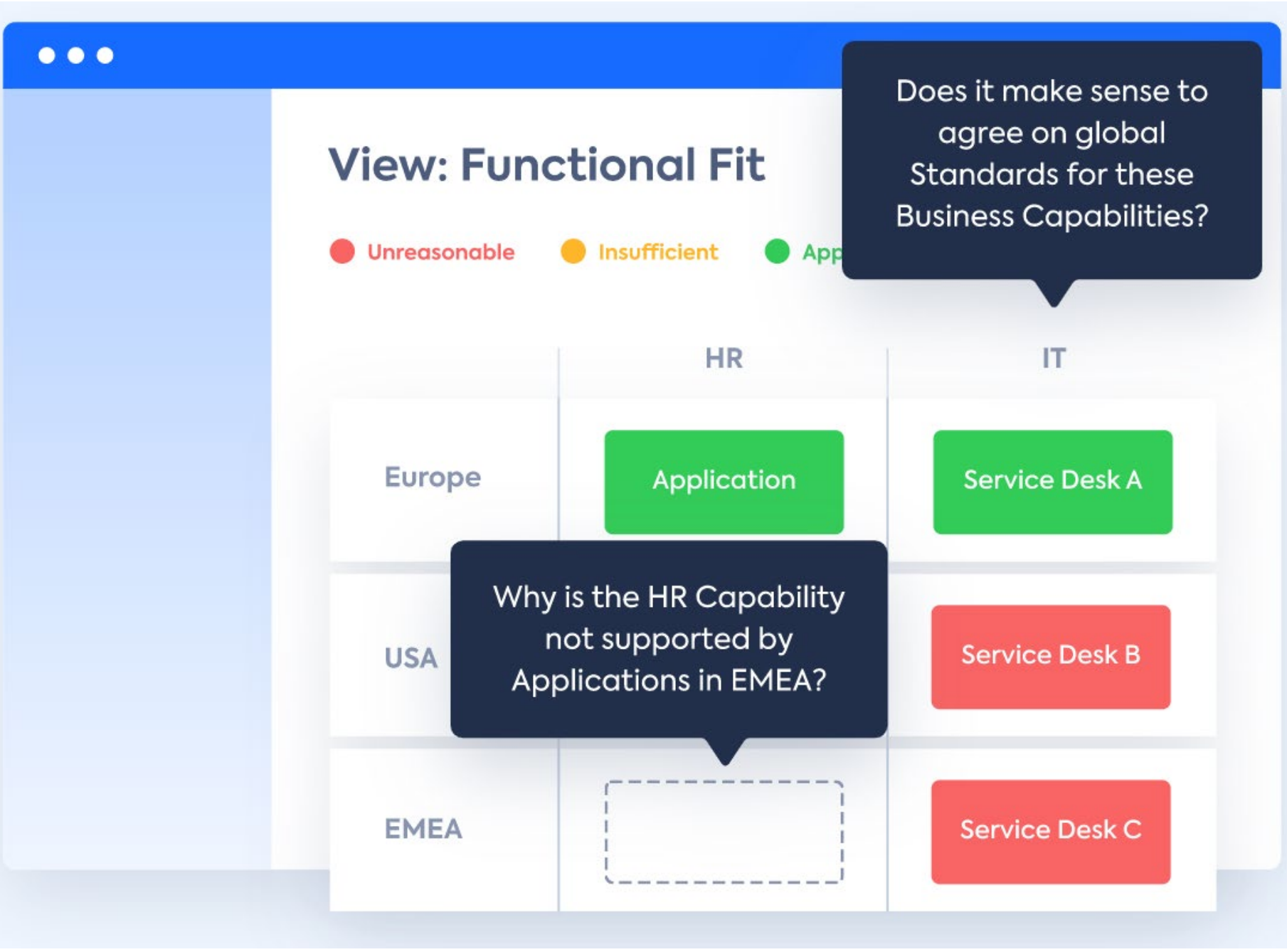
View: Functional vs. Technical Fit

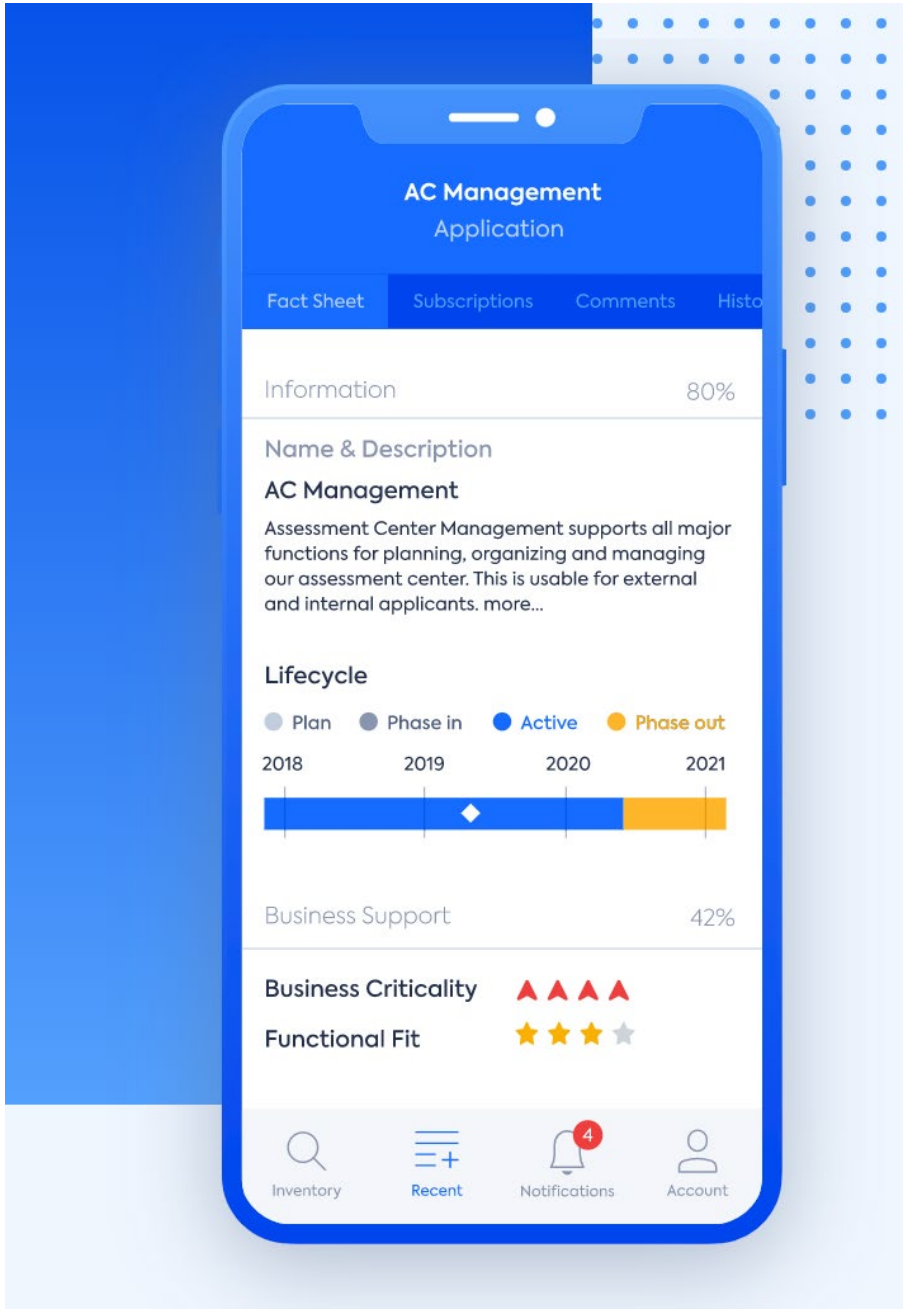
Type: Application | Lifecycle: Active

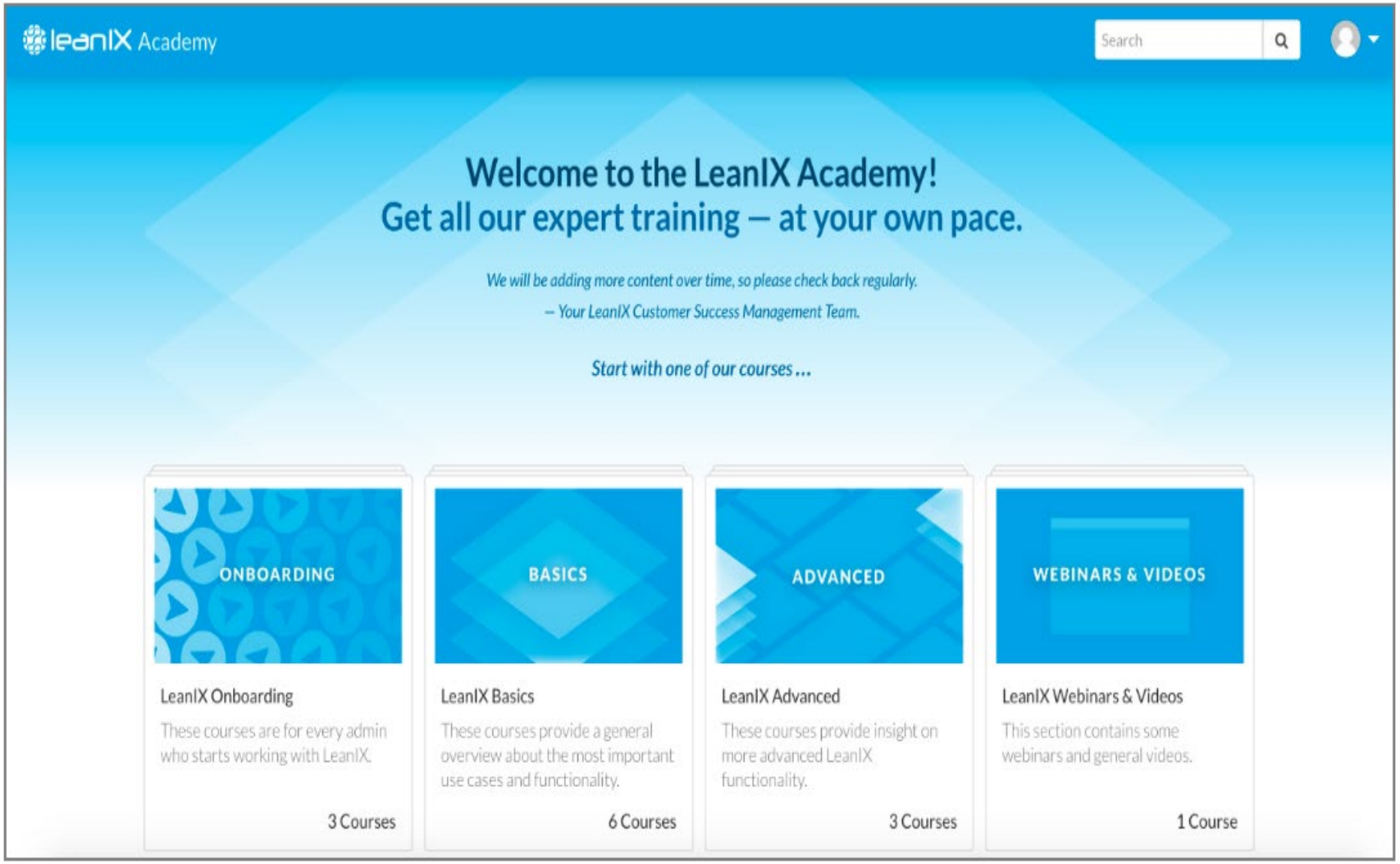


TIME
Tolerate
Invest
Migrate
Eliminate

Focus investment on Mission Critical Applications with poor Technical Fit


View: Functional Fit
Unreasonable
Insufficient
App
Does it make sense to agree on global Standards for these Business Capabilities?
HR
IT
Europe
Application
Service Desk A
USA
Service Desk B
Why is the HR Capability not supported by Applications in EMEA?
EMEA
Service Desk C


AC Management
Application
Fact Sheet
Subscriptions
Comments
Histo
Information
80%
Name & Description
AC Management
Assessment Center Management supports all major functions for planning, organizing and managing our assessment center. This is usable for external and internal applicants. more...
Lifecycle
Plan
Phase in
Active
Phase out
2018
2019
2020
2021
Business Support
42%
Business Criticality
Functional Fit
4
Inventory
Recent
Notifications
Account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LeanIX Onboarding
These courses are for every admin who starts working with LeanIX.
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LeanIX Basics
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6 Courses
ADVANCED
LeanIX Advanced
These courses provide insight on more advanced LeanIX functionality.
3 Courses
WEBINARS & VIDEOS
LeanIX Webinars & Videos
This section contains some webinars and general videos.
1 Course

Partner for Successful Outcomes

- ***Strategy***

- *Shape the partnership between government lines of business and IT by creating a standard framework to ensure successful outcomes.*

- Team Lead: ETS Enterprise Programs Manager

HRS 27-43(a)

- ETS shall:
  - (4) Work with each **executive branch department** and agency to develop and maintain its respective multi-year information technology strategic and tactical plans and **road maps** that are part of the State's overall information technology strategic plans, road maps, and directions;
  - (5) Coordinate each **executive branch department** and agency's information technology **budget request, forecast, and procurement purchase** to ensure compliance with the department or agency's strategic plan and road map and with the office of enterprise technology services' information technology governance processes and enterprise architecture policies and standards, including policies and standards for systems, services, hardware, software, and security management;

HRS 27-43.6

- **[§27-43.6]** Additional duties of the chief information officer relating to **independent verification and validation** of information technology projects of the executive branch.
  - (a) The chief information officer shall identify the information technology projects of the executive branch, including those of the department of education and the University of Hawaii, that shall be subject to independent verification and validation.

Strategy

Shape the partnership between government lines of business and IT by creating a standard framework to ensure successful outcomes.

Desired Outcomes

- *Successful business process implementation*
- *IT systems are well-engineered and appropriately designed for their intended use*
- *Effective partnership between IT and business*
- *Procurement efficiency and cost savings*
- *Standard governance, business process re-engineering, program management, organizational change management and procurement systems followed*

Key Strategic Stakeholders

- *Functional business owner/decision-maker*
- *IT leaders and next-tier teams tasked with the work*
- *Governance Groups*
- *Procurement*
- *Cabinet – buy-in to drive culture/process changes*

Expected Benefits

- *Business process outcome improvement*
- *Confidence in state's ability to implement systems*
- *ETS/CIO are broker of technology solutions*
- *Successful procurement, design and implementation of department and agency IT projects*

METRICS

- Cost, schedule, and performance on development
- # of re-baselines
- CMM and Reference model score

Expected Challenges

- *IT may not have "consultant" skills to aid business*
- *Culture shift – both IT and business will need to see the value and initiate partnership*
- *Trust & understanding may be lacking between business & IT*
- *Time & re-prioritization – using consultants vs. State IT*

Near-Term Objectives (12 months)

- *Establish a strategy governance process, executive sponsor, charter, program lead, staff, working group and user groups*
- *Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement*
- *Establish a high-level Capability Maturity Model measurement framework and begin measurement*
- *Plan & begin implementing change management efforts – early communications: Threats, benefits, timing, current action*
- *Research and implement IT tools to standardize processes*

Longer-Term Objectives (2-4 years)

- *Capability Maturity Model: Increase level attained and granularity in for state, departments and agencies*
- *Reference Model: Increase progress in prioritized reference model and adjust as necessary*
- *Identify & drive next-tier legislative changes/additions*
- *Enhance/expand IT governance model to ensure modernization success*
- *Standardize to include SPO at onset of all modernization efforts*

Enhance the Value of State Data

- ***Strategy***
- *Maximize the value of State data by designing, implementing and governing State systems for data stewardship, sharing, and public use*

- Team Lead: ETS Chief Data Officer

HRS 27-43 & 44

- ETS shall:
  - **[§27-44.3]**(10) Establish, coordinate, and manage a program to provide a means for **public access to public information** and develop and operate an information network in conjunction with overall plans for establishing a communication backbone for state government; (see also 27-44)
  - **[§27-44.3] Data set policies and procedures.** (a) The chief information officer, in consultation with the office of information practices, shall develop policies and procedures to implement section 27-44

Enhance the Value of State Data

Strategy

Maximize the value of State data by designing, implementing and governing State systems for data stewardship, sharing, and public use

Desired Outcomes

- *Data Usage: State data is more valuable for economic and public purposes*
- *Transparency & Accessibility: All appropriate State-stored/managed data is available to the public and to other State departments, agencies, and users*
- *Increased awareness – all stakeholders know what is accessible and why specific data classes are not*

Key Strategic Stakeholders

- *Data Stewards: Jurisdiction, department and program leadership (buy-in, commitment, support, use, reporting)*
- *State leadership and employees*
- *Office of Information Practices (OIP) and Attorney General*
- *Federal agencies*
- *Legislature (funding, policy changes)*
- *Open Data advocates and users including businesses*

Expected Benefits

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

METRICS

- Visits to data.hi.gov site
- # of Data sets inventoried and classified
- % of data sets available on data.Hawaii.gov
- Reference Model & CMM Scores

Expected Challenges

- *Change Management – new systems, processes, relationships, expectations (Culture of Sharing)*
- *Inconsistency across agencies – resistance to standardization*
- *Culture – public interest vs. sole client focus*
- *Adequate funding*
- *State & federal law – inter-agency sharing, confidentiality rules*
- *Fear of data integrity, quality, security, ownership/governance*

Near-Term Objectives (12 months)

- *Establish a strategy governance process, executive sponsor, charter, program lead, staff, working group and user groups*
- *Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement*
- *Establish a high-level Capability Maturity Model measurement framework and begin measurement*
- *Plan & begin implementing change management efforts to address culture & gain departmental and employee buy*
- *Standardize business intelligence tools*
- *Establish business case analysis model for open data and data sharing*

Longer-Term Objectives (2-4 years)

- *Capability Maturity Model: Increase level attained and granularity in for state, departments and agencies*
- *Reference Model: Increase progress in prioritized reference model and adjust as necessary*
- *Identify & drive next-tier legislative changes/additions*
- *Data drives government and economic decisions*
- *Sharing data becomes the norm*

Implement Dynamic & Sustainable IT Operations

- ***Strategy***

- *Implement dynamic and sustainable IT operations to ensure business systems are up-to-date and ready to support the current and future needs of business users and citizens at all times.*

- Team Lead: ETS Chief Governance Officer

HRS 27-43(a)

- ETS shall:
  - (1) Develop, implement, and manage statewide information technology **governance**;
  - (3) Develop and implement **statewide technology standards**;
  - (4) Work with each **executive branch department** and agency to develop and maintain its respective multi-year information technology strategic and tactical plans and **road maps** that are part of the State's overall information technology strategic plans, road maps, and directions;

Implement Dynamic and Sustainable IT Operations

Strategy

Implement dynamic and sustainable IT operations to ensure business systems are up-to-date and ready to support the current and future needs of business users and citizens at all times.

Desired Outcomes

- *IT Systems can be quickly configured to meet business needs*
- *Systems are healthy, stable and upgradeable*
- *IT systems are well-engineered and appropriately designed for their intended use*
- *State quickly benefits from new technology*
- *Legacy systems decommissioned*

Key Strategic Stakeholders

- *Business users & leaders*
- *Tech implementors & operators*
- *Citizens, Customers*
- *Legislators, Cabinet & Governor*
- *Procurement*

Expected Benefits

- *Faster response to changing business needs*
- *New features available to businesses as soon as added*
- *System health maximized and down-time reduced*
- *Reduced risk in cyber security*
- *Reduced cost of hardware/software development, operation & maintenance*

METRICS

- # of systems on legacy /IAAS/PAAS/ SAAS
- Version and patch currency at n-1
- Reference Model & CMM Scores

Expected Challenges

- *Skills gaps in risk management & Agile methodology*
- *Procurement feature/process adds/changes needed*
- *Requires a long-term funding plan*
- *Differing agency priorities*
- *ITSM & GRC tools (skills & processes)*

Near-Term Objectives (12 months)

- *Establish a strategy governance process, executive sponsor, charter, program lead, staff, working group and user groups*
- *Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement*
- *Establish a high-level Capability Maturity Model measurement framework and begin measurement*
- *Plan & begin implementing change management efforts – early communications: Threats, benefits, timing, current action*
- *Define and agree on characteristics for inventories*

Longer-Term Objectives (2-4 years)

- *Capability Maturity Model: Increase level attained and granularity in for state, departments and agencies*
- *Reference Model: Increase progress in prioritized reference model and adjust as necessary*
- *Identify & drive next-tier legislative changes/additions*
- *Implemented lifecycle model showing confidentiality, integrity, availability, and continuous improvement*
- *Establish our best practices around lifecycle*

Digital Workforce Development

- ***Strategy***

- *Establish a continuous learning culture and growth mindset to modernize how we work and enable the state to develop and sustain the digital workforce needed in a constantly evolving IT world.*

- Team Lead: ETS Personnel Officer

Strategy

Establish a continuous learning culture and growth mindset to modernize how we work and enable the state to develop and sustain the digital workforce needed in a constantly evolving IT world.

Desired Outcomes

- *State government consistently attracts high quality candidates for all IT job openings*
- *Culture and work environment that promotes/encourages remote work and flexibility*
- *Re-branding of gov't workforce as an Innovation Center with a culture that embraces digital tools/tech, flexible/remote work environment*

Key Strategic Stakeholders

- *Current & potential employees*
- *Unions (legislative change support)*
- *CIO & IT leadership*
- *Legislature*

Expected Benefits

- *Build recruitment, hiring, training, assignment and staffing models*
- *Qualified talent at all levels (apprenticeship, entry, senior, enterprise-level)*
- *Expanded learning and cross-training to have some level of "generalists" depending on job class/type*
- *In-house development of IT talent*

METRICS

- Vacancy aging
- Reference Model & CMM Scores
- Training completed
- Internal Promotions

Expected Challenges

- *Retention/turnover – pay, upward mobility issues*
- *Skillsets – need to be able to deal with legacy & new tech*
- *Competition with private sector*
- *Antiquated banding/hiring processes & rules*
- *Current climate, lack of learning/growing opportunity*

Near-Term Objectives (12 months)

- *Establish a strategy governance process, executive sponsor, charter, program lead, staff, working group and user groups*
- *Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement*
- *Establish a high-level Capability Maturity Model measurement framework and begin measurement*
- *Plan & begin implementing change management efforts – early communications: Threats, benefits, timing, current action*

Longer-Term Objectives (2-4 years)

- *Capability Maturity Model: Increase level attained and granularity in for state, departments and agencies*
- *Reference Model: Increase progress in prioritized reference model and adjust as necessary*
- *Identify & drive next-tier legislative changes/additions*

Optimize Enterprise Systems

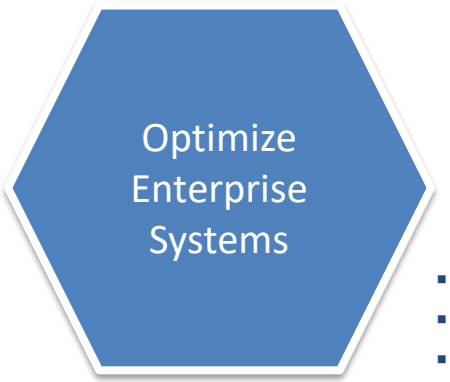
- ***Strategy***

- *Optimize ETS enterprise systems to leverage the state's investment in centralized IT services*

- Team Lead: ETS Operations Officer

HRS 27-43(a)

- ETS shall:
  - (9) Provide **centralized computer information management and processing services**, coordination in the use of all information processing equipment, software, facilities, and services in the executive branch of the State, and consultation and support services in the use of information processing and management technologies to improve the efficiency, effectiveness, and productivity of state government programs;



Strategy

Optimize ETS enterprise systems to leverage the state's investment in centralized IT services

Desired Outcomes

- *Decreased IT costs and redundancy*
- *Role clarity, increased employee retention*
- *Streamlined, more effective communication*
- *Accelerated execution: Procurement, SDLC*
- *Enterprise systems are well-engineered and appropriately designed for their intended use*

Key Strategic Stakeholders

- *Executive branch department heads (buy-in, commitment, engagement/support, use, reporting)*
- *Citizens using open data or digital government systems*
- *DHRD (staffing)*
- *Legislature (funding)*
- *Employees (continuity of leadership, engagement)*

Expected Benefits

- *Seamless operation of enterprise systems*
- *Expanded service catalogues*
- *Service level agreement transparency*
- *Prioritization of investments*

METRICS

- Reference Model & CMM Scores
- SLA measures for systems

Expected Challenges

- *Large catalogue of systems including NGN, ERP/HRMS/Payroll, FAMIS/DataMart, Office 365, identity management (Active Directory), land mobile radio, GIS, eSign, hosting platforms (Mainframe, GPC), SharpCloud, cybersecurity suite, open data platforms, and Access Hawaii digital government portal*
- *Adequate skilled staffing and funding*
- *Change Management – new systems, role, processes, relationships, expectations*

Near-Term Objectives (12 months)

- *Establish a strategy governance process, executive sponsor, charter, program lead, staff, working group and user groups*
- *Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement*
- *Establish a Capability Maturity Model measurement framework and begin measurement*
- *Plan & begin implementing change management efforts – early communications: Threats, benefits, timing, current action*

Longer-Term Objectives (2-4 years)

- *Capability Maturity Model: Increase level attained and granularity in for state, departments and agencies*
- *Reference Model: Increase progress in prioritized reference model and adjust as necessary*
- *Identify & drive next-tier legislative changes/additions*

Near-Term Objectives
FY 2020: July 2019- June 2020

- For each of the seven Strategic Priorities, the following objectives will be implemented.
  - Establish a strategy governance process, executive sponsor, charter, program lead, working group, and user groups
  - Develop a high-level prioritized reference model for best practices in tactics, techniques, and procedures and begin measurement
  - Establish a high-level Capability Maturity Model measurement framework and begin measurement
  - Plan & begin implementing change management efforts
  - Team Leads begin reporting to ITSC at quarterly meetings

Mahalo

We would like to extend a very special thanks to everyone who participated in our strategic planning process:

Sarah Allen, State Procurement Office
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Jaren Tengan, Asst. to Sen. Keohokalole
Ben Trevino, Common Cause Hawaii
Donna Tsuruda-Kashiwabara, State Procurement Office

Mahalo

IT STEERING COMMITTEE

Douglas Murdock (Chair), Office of Enterprise Technology Services, State of Hawaii

Todd Nacapuy, prior Chief Information Officer

Benjamin Ancheta, Ekahi Health System	Kelly Taguchi, Spectrum
Jared I. Kuroiwa, KHON2	Kevin Thornton, Hawaii State Judiciary
Aryn H. K. Nakaoka, Tri-net Solutions	Kyle Yamashita, House of Representatives
Michael Nishida, First Hawaiian Bank	Marcus Yano, SystemMetrics Corporation
Christine Sakuda, Transform Hawaii Government	Garret Yoshimi, University of Hawaii

Mahalo

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2018 CIO Annual Report
2017 CIO Annual Report
Previous Reports

QUESTIONS

BACKUPS

IMMEDIATE CLEANUP

1. Collect IT Portfolio Information

2. Analyze Portfolio Information

3. Identify and communicate potential measures

4. Implement Quick Hit Initiatives

5. Develop Capability Models

Next stage enabler

REDUCE COMPLEXITY

- Application Complexity
- Technology Complexity
- Service Complexity

6. Generate ideas and assess project requests

7. Program manage Reduction Initiatives

8. Establish Portfolio Governance

Next stage enabler

INCREASE VALUE OF IT

9. Establish balanced operating model

Sourcing & Orchestration

Strategy & Innovation

IT Operations

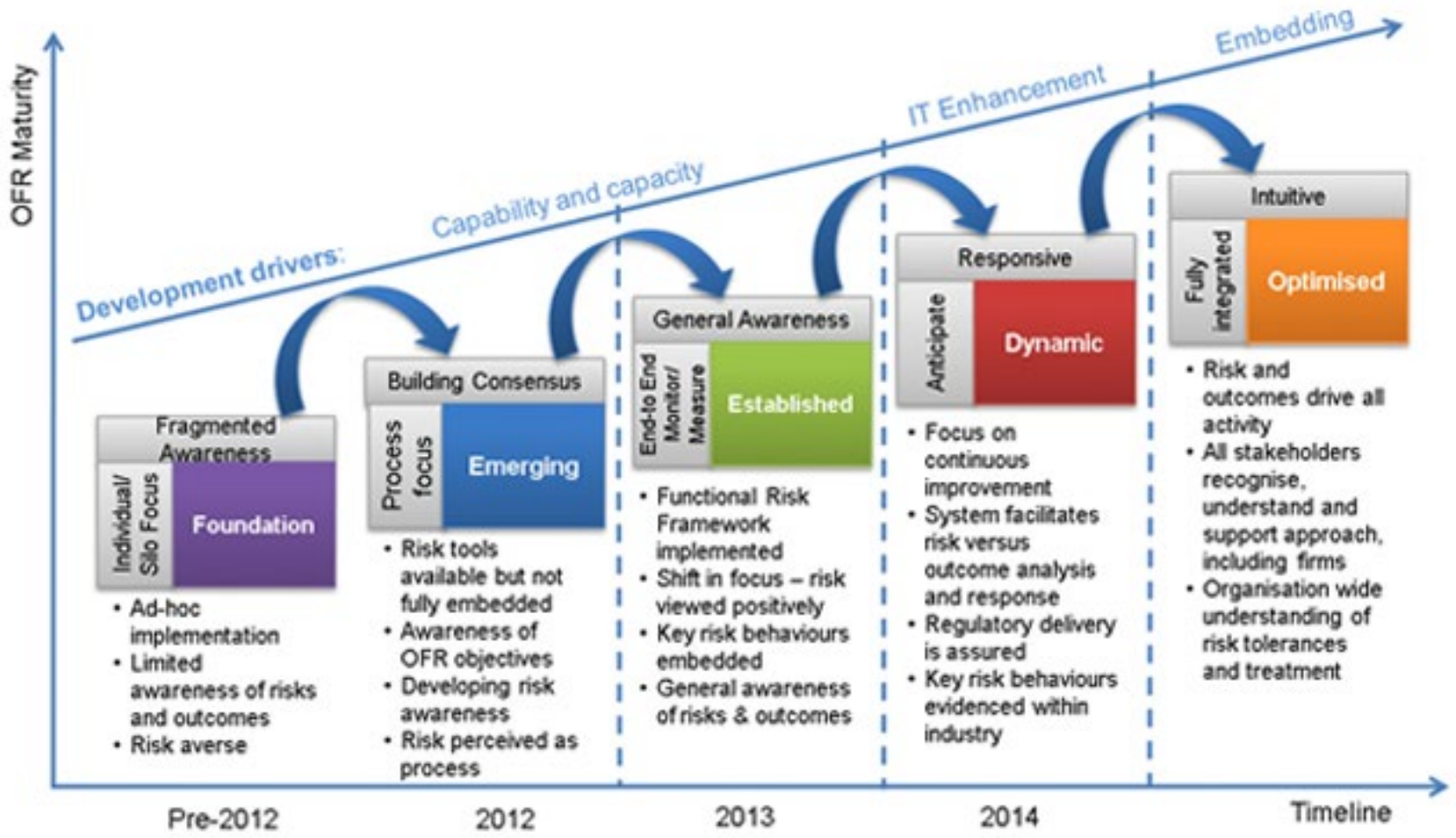
10. Create an agile Enterprise Architecture

11. Engage with stakeholders

communicate
explain
discuss
support

12. Track & measure value delivery

- ✔ Market Value
- ✔ Process Value
- ✔ Technology Value


OFR Maturity
Development drivers:
Capability and capacity
IT Enhancement
Embedding
Fragmented Awareness
Individual/ Silo Focus
Foundation
• Ad-hoc implementation
• Limited awareness of risks and outcomes
• Risk averse
Building Consensus
Process focus
Emerging
• Risk tools available but not fully embedded
• Awareness of OFR objectives
• Developing risk awareness
• Risk perceived as process
General Awareness
End-to End Monitor/ Measure
Established
• Functional Risk Framework implemented
• Shift in focus – risk viewed positively
• Key risk behaviours embedded
• General awareness of risks & outcomes
Responsive
Anticipate
Dynamic
• Focus on continuous improvement
• System facilitates risk versus outcome analysis and response
• Regulatory delivery is assured
• Key risk behaviours evidenced within industry
Intuitive
Fully integrated
Optimised
• Risk and outcomes drive all activity
• All stakeholders recognise, understand and support approach, including firms
• Organisation wide understanding of risk tolerances and treatment
Pre-2012
2012
2013
2014
Timeline

Fact Sheets

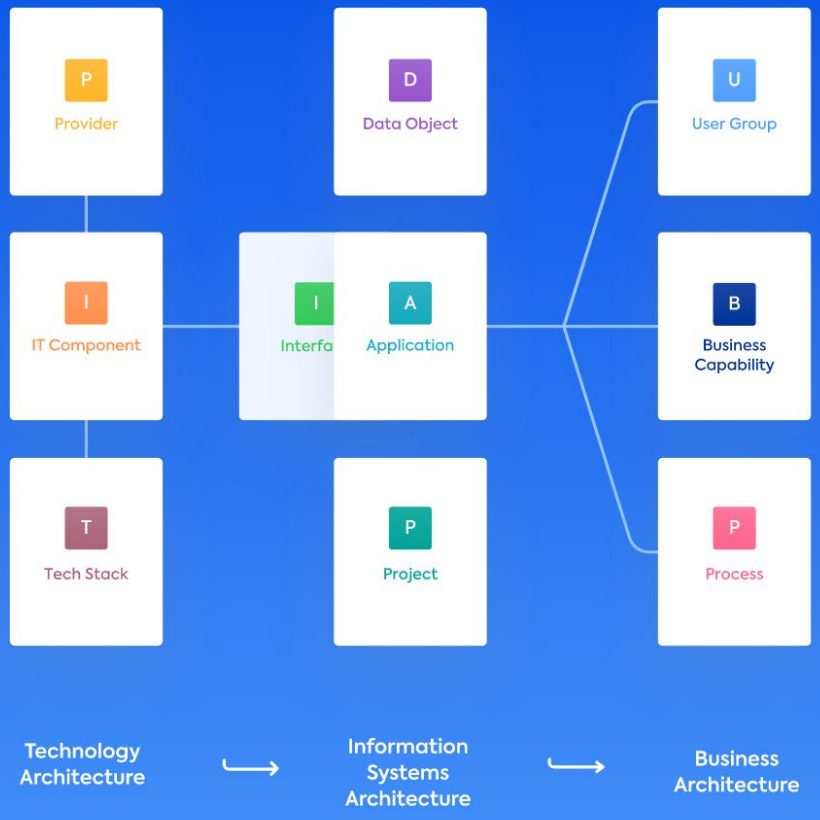
The core elements of LeanIX, Fact Sheets represent IT objects such as Applications, Business Capabilities and IT Components.

Relations

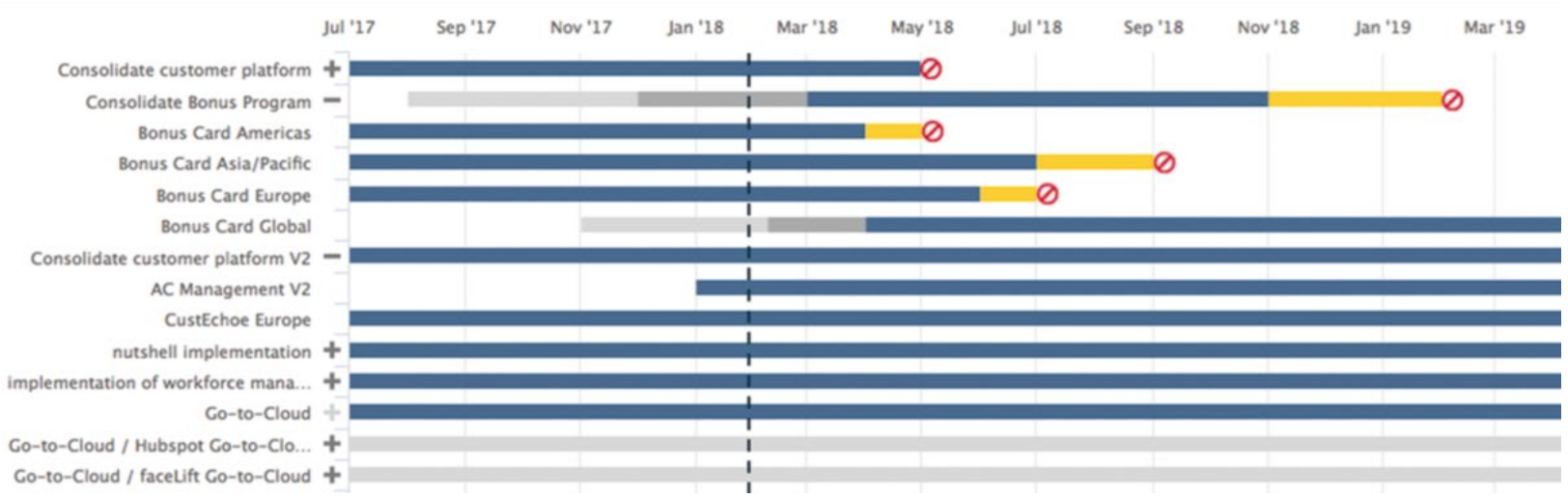
Everything in LeanIX is linked according to the Data Model and can be accessed by a simple click. For example, it is possible to navigate from the Application Fact Sheet to the underlying IT Component/s.

Multi-dimensional Tags

Filtering and grouping can be easily done with powerful Tag Groups.



Program Management



Project Setup

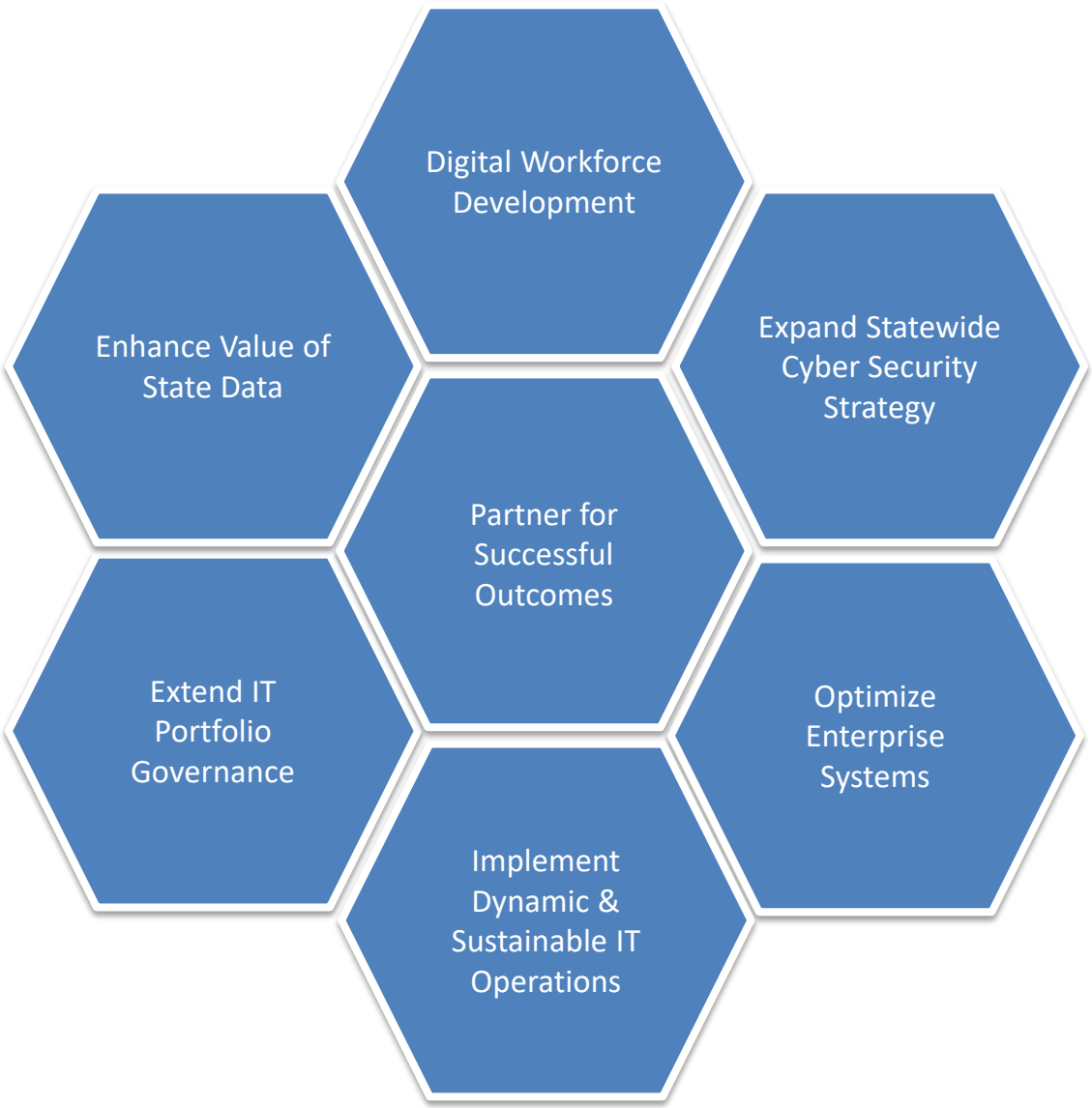
BUDGET / COSTS

	YTD	Budget	Ordered	Actuals	ETC	Delta
OpEx		**€ 895,000**	€ 1,088,000	€ 1,060,323	€ 27,677	(€ 193,000)
CapEx		**€ 300,000**	€ 300,000	€ 288,150	€ 11,850	€ 0

PROVIDERS Which Providers work for this Project (on which order)?

acctur	YTD	Ordered	Actuals	ETC	Delta

State IT Strategic Priorities



*The ʻāina (land) is not just soil, sand or dirt. The ʻāina is a heart issue for the people of Hawaiʻi. The very word ʻāina 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 Hawaiʻi Hawaiʻi.