

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES
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Information Management and Technology Services
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I. Goals

The Office of Information Management and Technology (OIMT), under the leadership of the Chief Information Office (CIO) of the State of Hawai‘i, will identify, prioritize and advance programs and projects with the greatest potential to increase efficiency, reduce waste, and improve transparency and accountability in State government.

OIMT’s charge is to design (architectural level), invest, and implement services and solutions that leverage technology and the State’s large enterprise status to ensure an effective, efficient and open government.

II. Objectives and Policies

A. **IT Workforce Development** — Implement programs, strategies and reforms to develop and empower the State’s information technology (IT) workforce to increase our ability to modernize government processes, systems, solutions and services while reducing overreliance on third parties. Establish flexible programs to attract and retain individuals possessing modern IT disciplines to fill service and skill gaps within the State’s IT operations. Build outreach campaigns to recruit candidates from non-traditional sectors. Continue to develop internship and apprenticeship programs to expose government opportunities to high school graduates as well as two-year and four-year degree program participants.

B. **IT Governance** — Establish governance processes and standards that guide the management and oversight of the state’s IT and information resource investments, acquisitions and projects, as outlined in statute ([HRS Section 27-43](#)), to seek efficiencies and cost-savings through economies of scale, leveraging of shared assets, reduction of waste, and alignment with statewide IT strategies and industry best practices. Implement governance procedures across enterprise programs and projects to ensure successful outcomes and positive return on investment (ROI) to the extent possible. Efficiently manage the statewide portfolio to ensure projects are prioritized appropriately and resources are sufficiently managed.

C. **Enterprise Shared Services** — Identify and launch centrally managed “Service-Oriented Infrastructure” (SOI) that leverages the State’s enterprise status and related economies of scale (e.g., Network, Security, Data Management, Unified Communications, Data Center, and various Cloud Services).

- D. **Enterprise Programs and Projects** — Facilitate the establishment and execution of programs and projects identified as priority and/or enterprise in scope (e.g., tax, asset management, budget, finance, grants, human resources, payroll, procurement, and time and attendance).
- E. **Open Government** — Build on established open data and transparency platforms to facilitate open government mandates outlined in statute ([HRS Section 27-44](#)).
- F. **Cyber Security** — Establish cyber security standards, maintain the security posture of the State Network, and direct departmental remedial actions, if necessary, to protect government information or data communication infrastructure, in accordance with statute ([HRS Section 27-43.5](#)).

III. Action Plan with Timetable

- A. **IT Workforce Development** — Implement programs, strategies and reforms to develop and empower the State’s information technology (IT) workforce to increase our ability to modernize government processes, systems, solutions and services while reducing overreliance on third parties. Establish flexible programs to attract and retain individuals possessing modern IT disciplines to fill service and skill gaps within the State’s IT operations. Build outreach campaigns to recruit candidates from non-traditional sectors. Continue to develop internship and apprenticeship programs to expose government opportunities to high school graduates as well as two-year and four-year degree program participants.
 - 1. Past Year Accomplishments (FY2015)
 - a. This is a new priority initiative established by newly appointed CIO, Todd Nacapuy. *Note: Appointed by Governor David Y. Ige in April 2015, Todd Nacapuy formally stepped into the role of the State of Hawai‘i’s CIO on May 4, 2015, starting off a term that runs through December 3, 2018.*
 - 2. One Year (FY2016)
 - a. IT Workforce Development Strategy — Outline strategic plan for IT workforce development. Development of the State’s IT workforce will be central to building and sustaining a modern, efficient and effective state government to address the current state of IT in Hawai‘i. Reductions in Force (RIF) in the 1990s and 2000s caused Information and Communication Services Division (ICSD) staff levels to plummet from more than 300 to 150. In addition, funding remained static or has been cut over the same time period. These factors have resulted in decentralization of procurement, diminished governance, and overreliance on consultants.

- b. Expediting the Filling of Vacancies — Prioritize the filling of current vacancies to mitigate unnecessary reliance on third parties and further ongoing efforts to expand career path opportunities and retain public sector workers. Since the start of FY2016, OIMT has successfully filled nine vacancies in OIMT and ICSD, which is also overseen by the CIO. This includes single points of failure identified by the CIO leadership team.
- c. IT Positions in Recruitment Webpage — Launch and maintain a webpage promoting current IT positions in recruitment by OIMT and ICSD, to further facilitate the filling of vacancies.
- d. Consolidation of OIMT and ICSD — Initiate the consolidation of authority, operations and resources of OIMT and ICSD, including moving signatory authority from the acting ICSD Administrator to the CIO, and the preliminary adoption of the use of “Office of Enterprise Technology Services” (ETS) for the unified OIMT/ICSD team. The reorganization is intended to create greater efficiency in state government and clarify roles and responsibilities in the new governance process. *Note: Pending completion of discussions and the formal reorganization, the two agencies have already begun working as one team under ETS. As such, correspondence, websites and social media accounts now reflect the new office name (all other operational documents will remain unchanged until the proposed formal reorganization is implemented).*
- e. IT Broadbanding Pilot Project — Launch the IT Broadbanding Pilot Project in partnership with DHRD to update the current position classification system that is more than 40 years old, inflexible, complex, labor intensive, and unresponsive to changing needs, particularly as it relates to IT positions. Re-describing State IT positions to more appropriately match modern technologies and processes will further ongoing efforts to hire and retain IT personnel and expand career path opportunities for public sector workers. Broadbanding will also enable ETS to be more competitive with the commercial world in the recruitment of IT workers and allow for current IT workers to choose a technical career, which may not require managing individuals.
- f. Transformation Internship Program (TIP) — Repurpose award-winning State program to support IT workforce development efforts, potentially entering into partnerships with the University of Hawai‘i and DevLeague to create on-the-job-training opportunities. TIP was originally launched in 2013 in partnership with DHRD to provide Hawai‘i undergraduate and graduate students the opportunity to work alongside innovators within state government and gain hands-on experience in a wide range of areas. In 2014, TIP earned national recognition as the StateScoop “State IT Program of the Year,” an award

which honors influential IT programs that have led to cost savings, efficiencies and partnerships between agencies.

- g. American Apprenticeship Incentive Grant – Work with other large employers in the State to develop an apprenticeship program that will target IT specialty and skills, while conducting outreach to underserved communities and individuals. Implement initial outreach and recruitment activities for apprenticeship work in the designated fields outlined in the grant. The American Apprenticeship Incentive Grant is a federally funded program that is administered by the Department of Labor and Industrial Relations (DLIR) in which employers within the State receive nearly \$3 million to establish apprenticeship programs and opportunities.

3. Two Years

- a. Expediting the Filling of Vacancies — Continue the filling of vacant positions, focusing on the reduction of single points of failure while expanding capacity to support priority initiatives and service-oriented infrastructure.
- b. Consolidation of OIMT and ICSD — Implement the formal consolidation and reorganization of OIMT and ICSD.
- c. IT Broadbanding Pilot Project — Continue implementation of the IT Broadbanding Pilot Project and conduct ongoing assessment of effectiveness.

4. Five Years

- a. Expediting the Filling of Vacancies — Effectively address vacancies and maintain workforce sustainability, eliminating single points of failure and measurably expanding capacity to support priority initiatives and service-oriented infrastructure.
- b. Consolidation of OIMT and ICSD — Complete the formal consolidation and reorganization of OIMT and ICSD, including any statutory amendments necessary for operations including but not limited to budgetary requirements and boards and commissions de facto membership.
- c. IT Broadbanding Pilot Project — Build upon the foundation of the IT Broadbanding Pilot Project to provide paths of career growth for State employees in additional bargaining unit positions that are IT related.

G. IT Governance — Establish governance processes and standards that guide the management and oversight of the state’s IT and information resource investments, acquisitions and projects, as outlined in statute ([HRS Section 27-43](#)), to seek efficiencies and cost-savings through economies of scale, leveraging of shared assets, reduction of waste, and alignment with statewide IT strategies and industry best practices. Implement governance procedures across enterprise programs and

projects to ensure successful outcomes and positive return on investment (ROI) to the extent possible. Efficiently manage the statewide portfolio to ensure projects are prioritized appropriately and resources are sufficiently managed.

1. Past Year Accomplishments (FY2015)
 - a. Enterprise Architecture Portfolio Project, Phase 1 — Closed phase one of the Enterprise Architecture Portfolio Project, transitioning the project from vendor to state personnel.
 - b. Update of IT Policies — Drafted 82 statewide IT policies, which are now pending operationalization.
 - c. Program Management Center of Excellence (PMCE) — Established the PMCE to assist with portfolio management of modernization projects and the development of a state project management framework and methodology to ensure projects adhere to a process that governs the efficient use of state resources and funding.

2. One Year (FY2016)
 - a. IT Governance Process — Develop and launch a governance process for IT projects identified in [Act 119, SLH 2015](#), as well as “enterprise” and/or priority projects. This process will be designed to identify and maximize opportunities for efficiencies and cost-savings, reduction of waste, positive ROI, and overall success. The process will require that enterprise and/or priority projects adhere to a review gate process specific to the prescribed project lifecycle (pre-initiating, initiation, planning and execution).
 - b. Contract Management Center of Excellence (CMCE) — Launch CMCE as part of IT governance capability and services.
 - c. Enterprise Architecture Portfolio Project, Phase 2 — Initiate phase two of the project to facilitate collaboration with the State Auditor’s office in support of a parallel effort to collect data on IT expenditures across the Executive Branch ([SCR162 2015](#)).
 - d. Update of IT Policies — Operationalize statewide IT policies, standards and procedures in the priority categories.

3. Two Years
 - a. IT Governance Process — Continue to refine IT governance process to maximize success. Successfully utilize the statewide portfolio of projects to prioritize initiatives and ensure resources are efficiently deployed.
 - b. Enterprise Architecture Portfolio Project, Phase 2 — Complete and evaluate phase two of the project, utilizing data to identify opportunities for economies of scale, leveraging of shared assets, and reduction of waste — potentially administered via amendments to the aforementioned IT governance process and/or new statewide IT

policies. A goal is to launch Enterprise Agreements to reduce overall IT spend with strategic partners, having price lists for both software and IT services via value-added vendors.

- c. Update of IT Policies — Operationalize remaining statewide IT policies, standards and procedures. Also establish central site for electronic posting and tracking statewide IT policies.

4. Five Years

- a. IT Governance Process — Demonstrate value of IT governance process over time and ability to qualitatively and quantitatively measure success criteria and outcomes
- b. Update of IT Policies — Continue to refine, mature and evolve the above-mentioned statewide policies, procedures and standards. Ensure sustained maintenance of site for posting and tracking statewide IT policies.

B. Enterprise Shared Services — Identify and launch centrally managed “Service-Oriented Infrastructure” (SOI) that leverages the State’s enterprise status and related economies of scale (e.g., Network, Security, Data Management, Unified Communications, Data Center, and various Cloud Services).

1. Past Year Accomplishments (FY2015)

- a. This is a new priority initiative established by the newly appointed CIO. SOI will leverage progress achieved over the past year in securing, stabilizing and modernizing the State’s IT infrastructure, including but not limited to the following:
 - i. State Network Stabilization and Redundancy — Oversaw and collaborated with ICSD on the establishment of, for the first time, a stable, redundant State network between Oahu, Maui and the Big Island – with a connection to Kaua’i expected by FY2017. The State Network, aka New Generation Network or NGN, represents the State’s backbone internet network. Upgrades have increased network “uptime” to 99.9 percent, and capacity has increased from 100Mbps to 10Gbps (an increase of 1,000 percent). The NGN has been built out to ensure a diversity of paths and routes to achieve this significantly improved availability while mitigating single points of failure. The islands are connected at multiple points via diverse 10 Gig rings resulting in a highly resilient and available infrastructure.
 - ii. Anuenue Interisland Digital Microwave Network — Oversaw ICSD’s successful achievement of “full operating capability” of the Anuenue Interisland Digital Microwave Network, on shared infrastructure designed by State of Hawai’i and U.S. Coast Guard (USCG) engineering professionals to provide robust and

survivable communication links and facilities throughout Hawai‘i. The Anuenue network is jointly managed by ICSD, as overseen by the CIO, and the USCG Base Honolulu C4IT Division. State users of this backbone communications network include the Statewide Shared Blended land mobile radio system; Maritime Wireless Network System; Hawai‘i Emergency Management Agency; and the Departments of Public Safety, Transportation, Health, and Land and Natural Resources. State-sponsored users include the County of Maui Police Department and other agencies of all counties.

- iii. Office 365 Project — Oversaw and collaborated with ICSD personnel on the launch of the Office 365 Project to migrate Executive Branch personnel to the Office 365 platform. The scope includes the majority of departments (excluding the Department of Education and University of Hawai‘i), which are being upgraded in phases. Benefits will include fortified security, greater disaster recovery capability, expanded applications and services, added tools for collaboration, and long-term budget sustainability.
 - iv. Cloud-First Preference — Set a clear preference for departments’ use of cloud services over existing and often outdated legacy systems for which further investment of taxpayer dollars cannot be justified. In addition, having reached initial operating functionality, the Hawai‘i Government Private Cloud offers infrastructure as a service to all state entities, including broad disaster recovery.
2. One Year (FY2016)
- a. SOI Catalog and Capacity Building — Identify SOI under the preliminary categories of Network, Security, Governance, Data Management, Unified Communications, and Shared Services, and align with strategic benchmarks identified in ICSD’s Annual Report on Goals, Objectives and Policies. Also build capacity to manage and sustain ETS-led operation and maintenance of the infrastructure.
 - b. Electronic Signature Services — Oversee and collaborate with ICSD in the launch of eSign Services as an SOI with the goal of eventually implementing an electronic signature process across all departments.
Note: Since the governor’s office began using ETS’ eSign Services solution on October 1, 2015, to process documents electronically, over 17 departments and agencies have implemented or are working toward implementing this more efficient, less paper-dependent way of doing business.
 - c. Office 365 Project — Complete Office 365 Project, recently accelerated under the Ige Administration and the new CIO. Most of the

- remaining user licenses are on track for deployment by the end of calendar year 2015, including migration to an Enterprise Collaborative suite in six months.
- d. **Cloud Services Upgrade** — Oversee and collaborate with ICSD in the upgrade of Hawai'i Cloud services to implement independent server failover as part of SOI. With the upcoming addition of independent failover capability as well as application high-availability with clustering, the focus shifts to business continuity, even in the face of unforeseen events. Service-level agreements and cost options will be defined for State departments and agencies to make use of the enterprise asset.
 - e. **UH Data Center Partnership** — Formalize memorandum of understanding with UH to migrate systems currently located in the State Data Center to the UH Data Center, to the extent possible, to address at-risk systems and realize cost-savings to the State, as outlined in ICSD's Annual Report, Objectives and Policies.
3. **Two Years**
 - a. **SOI Capacity Building** — Build out ETS-led SOI and expand departmental customer base while demonstrating return on investment and cost-avoidance achieved through economies of scale and efficiencies.
 4. **Five Years**
 - a. **SOI Sustainability** — Operate sustainable ETS-led SOI, including the maintenance of a sufficient workforce and funding resources, and continue to offer to stable department customer base, expanding where opportunities present themselves.
- C. Enterprise Programs and Projects** — Facilitate the establishment and execution of programs and projects identified as priority and/or enterprise in scope (e.g., tax, asset management, budget, finance, grants, human resources, payroll, procurement, and time and attendance).
1. **Past Year Accomplishments (FY2015)**
 - a. **Human Resources Management System (HRMS) Upgrade Project** — In partnership with DHRD, oversaw the completion of a major upgrade to the State's HRMS, which is used by more than 200 human resource professionals to support recruitment, management and retention of over 16,000 employees. Officially completed as scheduled on January 20, 2015, the project resulted in a modernized system with the latest HRMS software, all deployed with vital backup and disaster recovery capability. Together, the software update and equipment/systems

- modernization will drive down the state's operating costs while providing faster service to customers.
- b. State Building Asset Management System, Phase 1 — Oversaw and collaborated with ICSD in the completion of phase one of the State Building Asset Management system, consisting of the technical backend development of an integrated inventory management solution for state-owned or operated buildings, facilities and other similar structures. In accordance with [Act 110, SLH 2013](#), the objective of the project is to identify and implement a system that would provide control and accountability over capital assets while also providing capacity to build out additional capability for other kinds of assets and the work associated with them.
 - c. Uniform Chart of Accounts — Completed a draft design of an updated uniform chart of accounts for the State, which included participation of advisement from all State departments and employer jurisdictions.
 - d. Grants Management — Completed phase two of the interim grant management system to include electronic capture of all federal awards and grants and to automate the State's grant submission process.
 - e. Enterprise Resource Planning (ERP) Targeted Strategy — Established targeted strategy for ERP initiative, which aims to modernize and integrate the management of important state government administrative functions, from asset management to time and attendance. In March 2015, Gov. David Ige tasked the ERP Executive Steering Committee to identify targeted projects to be undertaken using available ERP funding and potentially leveraging existing systems, including underlying infrastructure required to support key applications.
 - f. ERP Targeted Projects — Facilitated ERP Steering Committee meetings to work toward identification of targeted projects to be implemented in the short-term within available funding.
 - g. Verification and Validation Function — Established verification and validation role for ETS in program management of Ige Administration priority projects as well as ERP targeted projects.
2. One Year (FY2016)
- a. Enterprise/Targeted Project Identification — Work with the Governor's Office and ERP Executive Steering Committee to identify Ige Administration priority projects as well as ERP targeted projects, respectively. Projects may include but not be limited to:
 - i. Tax System Modernization;
 - ii. KOLEA and related health IT initiatives;
 - iii. Payroll Modernization and Automation; and
 - iv. Any additional ERP targeted projects identified by the ERP Executive Steering Committee.

- b. Enterprise/Targeted Project Program Management Capacity — Develop and assign ETS resources to provide sufficient oversight, support, and verification and validation to the aforementioned priority/targeted initiatives, as necessary.
- c. Project Center Capability — Initiate internal status reporting capability for all of the aforementioned targeted/priority initiatives for effective governance and program management.
- d. State Building Asset Management System, Phase 2 — Launch phase two of the State Building Asset Management system for more than 6,000 state-owned or operated buildings, facilities and other similar structures. *Note: Live since September 2015, SBAM now provides a centralized, “big picture” dashboard view for officials to use to make informed asset management decisions. In addition to building asset categories, SBAM maintains information that includes initial service date, building aliases, land parcel data, and square footage. The program also uses data from the state Office of Planning’s Geographic Information System (GIS) system, and plans are underway to add legislative district and ceded land data.*

3. Two Years

- a. Ongoing Program Management Oversight — Provide effective ongoing oversight, support, and verification and validation to the aforementioned priority/targeted projects, refining processes as necessary.
- b. Program Management Status Reporting — Provide internal status reporting on all priority/targeted projects to facilitate responses to address project success needs.

4. Five Years

- a. Program Management Oversight Sustainability — Ensure sustainability of the above oversight functions and demonstrate effectiveness.

D. **Open Government** — Build on established open data and transparency platforms to facilitate open government mandates outlined in statute ([HRS Section 27-44](#)).

1. Past Year Accomplishments (FY2015)

Statewide

- a. Open Data Portal — Pursuant to HRS Section 27-44, continued to work with ICSD to facilitate Executive Branch departments’ reasonable efforts to make appropriate and existing electronic data sets maintained by the department electronically available to the public through the State’s Open Data Portal (data.hawaii.gov), which now offers charting libraries and mapping tools for the creation of dynamic visualizations. Today, 639 data sets are publicly available through the portal – double

- what was available just a couple years ago – providing residents, analysts, and civic developers with unprecedented access to state data.
- b. Open Performance Dashboard — Oversaw and collaborated with ICSD in the launch of the Open Performance Dashboard (dashboard.hawaii.gov), a highly visual representation of department-maintained data that is intended to report progress on key initiatives and provide for transparency for constituents. Reliant on the regular maintenance of data by various the departments/agencies, it is another resource created to further transparency and accountability through governance.
 - c. Office of Hawaiian Affairs (OHA) Dashboard — Oversaw and collaborated with ICSD in the launch of the OHA Dashboard (dashboard.hawaii.gov/oha), developed and maintained in partnership with OHA to track goals outlined in its strategic plan.
 - d. Aloha+ Challenge Dashboard — Worked with ICSD to launch the Aloha+ Challenge Dashboard (dashboard.hawaii.gov/aloha-challenge), outlining sustainability goals for the state and across all four counties. On April 1, Governor Ige joined the four county mayors, OHA, the University of Hawai‘i and Hawai‘i Green Growth to launch this OIMT/ICSD-developed and hosted dashboard, which features indicators for two of the six targets established under the program last year: clean energy and solid waste reduction. With data maintenance led by Hawai‘i Green Growth, the dashboard makes it possible for officials and members of the public alike to track the progress of sustainability goals statewide.
 - e. Best of the Web State Portal — The collaborative efforts of OIMT, ICSD and the State web portal program vendor earned “Best of the Web” state portal by the Center for Digital Government 2014 Best of the Web and Digital Government Achievement Awards, which recognize the best of all government websites across the country. The awards program is the original and most respected state and local government website competition in the United States, honoring outstanding government portals and websites based on their innovations, functionality and efficiencies.
 - f. Interactive Media Awards Best of Class Award — The collaborative efforts of OIMT, ICSD and the State web portal program vendor earned additional recognition for Hawai‘i’s web portal from the Interactive Media Awards as the best website of its kind with a Best of Class award for the second year running, highlighting how the State and its partners are applying technology effectively to improve public access to government data and services.

OIMT

- a. howz.IT e-Newsletter — Launched a regularly distributed e-newsletter, howz.IT, to communicate the collaborative efforts of our entire State of

Hawai‘i technology team. Any member of the public may subscribe to the e-newsletter at ets.hawaii.gov.

- b. OIMT Internal Review and Assessment — Conducted and published an internal review and assessment of OIMT investments in IT modernization from FY2013 to FY2015 (as of February 2014).

Note: Items above relating to the State web portal build on previous years' accomplishments, including the upgrading of all 18 department websites, recognition such as the 2014 Best Government Website from the Web Marketing Association and 2014 Government Innovator of the Year Award from the Government Technology Research Alliance, and a "Perfect Score" in the 2014 State Open Data Policies and Portals Report by the Center for Data Innovation (Hawai‘i was one of only six states to receive a perfect score).

2. One Year (FY2016)

- a. Open Data Portal and Open Performance Dashboard — Oversee and collaborate with ICSD to sustain sustain the Open Data Portal as well as Open Performance Dashboard while continuing to work with departments and agencies to expand and refine available data with regularly updated information.
- b. Ige Administration Dashboard — Oversee and collaborate with ICSD to launch online dashboard focusing on Ige Administration priorities in partnership with the Governor's Office.
- c. State Portal Manager — Fill portal manager position vacancy to facilitate the CIO-chaired Access Hawai‘i Committee's legislatively mandated duty to oversee the State portal program. The portal manager will function as the vendor relationship manager and evaluate the portal contractor's activities and financial reports. *Note: State CIO Todd Nacapuy expedited the filling of the vacant position after attending his first Access Hawai‘i Committee meeting in June 2015.*
- d. Web Accessibility Initiative — Complete Web Accessibility Initiative to update information and training to State departments and agencies to help ensure that their respective websites meet federal accessibility guidelines. Accessibility of official State of Hawai‘i websites is of paramount importance to serving all citizens. The project coincides with rulemaking being conducted by the U.S. Access Board is expected to result in modifications to relevant national standards, including the Website Content Accessibility Guidelines (WCAG). Currently, eHawaii.gov web managers strive to meet WCAG 2.0 AA level standards for website accessibility. ETS will coordinate with the state Disability and Communication Access Board to ensure maximum administrative compliance.

3. Two Years

- a. Open Data Policy — Review and publish all policies, procedures and standards related to the open data, including benchmarks outlined in ICSD’s Annual Report on Goals, Objectives and Polices. State policy on open data will ensure that the Federal Directive on Government Transparency is properly followed via practices and procedures of reporting and archiving data. ETS will coordinate with the Office of Information Practices to ensure maximum administrative compliance.

4. Five Years

- a. Open Data Sustainability — Ensure appropriate resources and mandates are in place for regularly maintained and accessible public-facing open data assets in accordance with the aforementioned policies, procedures and standards.

- E. **Cyber Security** — Establish statewide cyber security policies and standards, maintain the security posture of the State Network, and direct departmental remedial actions, if necessary, to protect government information or data communication infrastructure, in accordance with statute ([HRS Section 27-43.5](#)).

1. Past Year Accomplishments (FY2015)

- a. Security Operations Center (SOC) — Collaborated with ICSD to expand capacity of the State SOC, which conducts continuous monitoring and response to cyber threats to departments and agencies.
- b. Network Visibility — Increased the SOC’s visibility into department networks.
- c. Implemented an enterprise-wide Incident Response (IR) program with numerous critical components necessary to properly respond to all natural hazard and cyber threats. This initiative has placed processes, procedures, reporting, and a highly structured workflow around this essential function. As IR is the first line of response to a cyber threat, adopting a proven and organized approach is critical.
- d. Formed a partnership with the U.S. Department of Homeland Security’s Cyber Hygiene program, which provides network vulnerability scanning of external-facing public IP addresses to help the state understand how it appears to attackers on the Internet.

2. One Year (FY2016)

- a. Update of IT Policies — Initiate operationalization of statewide IT policies, standards and procedures in the priority category of cyber security.
- b. Security Operations Center (SOC) — Transition SOC from a vendor-led operation to a more sustainable State personnel-led team.
- c. Security Audits — Initiate security audits of Executive Branch departments and agencies regarding the protection of government

information and data communication infrastructure, and direct specific remedial actions to mitigate findings of insufficient administrative, technical, and physical controls.

- d. Network Visibility — Continue to increase the SOC's visibility into department networks in conjunction with the deployment of industry-standard security tools.

3. Two Years

- a. Update of IT Policies — Complete operationalization of statewide IT policies, standards and procedures in the security category.

4. Five Years

- a. Cyber Security Posture — Continue to maintain and deploy industry-standard security tools and practices to increase protection against network-based threats.

IV. Performance Measures

- A. Public Website Customer Satisfaction Measure — Implemented software to facilitate customer feedback, such as website visitor interactive surveys and analysis on selected websites. The results will be evaluated and significant areas of concern identified by customers will be addressed.
- B. Internal Program Performance Measure — Monitor and evaluate OIMT/ICSD/ETS' measures of effectiveness for delivery of service, via the implementation of Project Center, a SharePoint-based internal dashboard tracking project goals, objectives, milestones and their status.
- C. Cost Effectiveness Measure — Annual costs and returns on investment will be calculated, monitored and evaluated. Corrective measures will be implemented for any significant variance, as needed.