

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

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Technology (OIMT)

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The Office of Information Management and Technology has prepared The State of Hawai'i Business and Information Technology / Information Resource Management Transformation Strategic Plan which establishes the foundation for a fundamental re-thinking of the way the government of the State of Hawai'i performs its mission. This plan is not about just technology – it includes, and is in fact driven by, a transformation of the business processes of the State – the way we conduct business. Naturally, technology will play a significant role in enabling this transformation and new way of doing business, but it is the mission, vision, goals, objectives, and performance measures established in the State Strategic Plan that guide the creation and use of information services in support of the State of Hawai'i's diverse missions. This plan describes how the business and IT/IRM transformation will work hand-in-glove over the next decade to create an information-enabled enterprise that benefits all the citizens, stakeholders, and employees of the State of Hawai'i.

The State of Hawai'i Business and IT/IRM Transformation Strategic Plan was developed by OIMT to ensure that the necessary information services are appropriately planned, invested in, and implemented based on mission requirements identified in the State Strategic Plan being developed jointly by OP and OIMT in consultation with Department Directors. OIMT is developing the this Strategic Plan with recognition that the future information service environment must be secure, well managed, and delivered by a highly skilled and trained workforce. The Plan is presented in two parts, although the parts are inextricably linked.

The first part is the Business Transformation of the State of Hawai'i. Before we can implement new technologies, it makes sense to re-examine the processes we use, processes that were developed before the capabilities of modern information technology were available. Rather than simply automate old processes, the first step is to reengineer the way we operate. This transformation effort has a set of goals, objectives, and performance metrics that we will use to assess the success of our transformation efforts. The second part is specific to Information Technology and Information Resource Management (IT/IRM). While the transformation of the State's IT/IRM enterprise will occur simultaneously with the Business Transformation, it is the Business Transformation that will drive the IT/IRM transformation, not the other way around. IT/IRM investments must support the requirements identified in the reengineered business processes in order to deliver the greatest value.

This strategic plan sets the goals, objectives, policies, timeline, and phasing for OIMT efforts. Brief portions of this plan are included below in response to the specific questions that were posed for this report. Substantial detailed information on the plan can be found on the OIMT web site at <http://oimt.Hawaii.gov>

I. Goals, Objectives and Policies

Goal or Business Outcome	Strategy (General “How” Statement)	Objectives	Performance Measures/Schedule
<p>Goal/Business Outcome 1:</p> <p>All aspects of the State’s administrative operational functions and services³ are fully integrated in an optimum manner and are accessible to all stakeholders as needed when needed.</p>	<p>Strategy 1.1 Deliver the State’s administrative operational functions using the same processes and tools/ technologies across all departments.</p> <p>Strategy 1.2 Make information or service delivery functions, associated with administrative operations, available in a form and format that promotes use internally and externally, as appropriate.</p>	<p>Objective 1.1.1: Provide the ability to close each financial period on a monthly basis expeditiously and make all financial information available for use in a form that meets internal and external reporting needs while providing the ability to automatically create the Comprehensive Annual Financial Report (CAFR).</p> <p>Objective 1.1.2: Provide appropriate analytic and data mining capabilities to promote assessment of information, effective planning, and reporting to external entities (e.g., Federal government).</p>	<p>1.1.1.1 All financial reports are available within five business days of period end</p> <p>1.1.1.2 CAFR is published in no more than 60 calendar days after fiscal year end.</p> <p>1.1.2.1 Ad hoc report capability will support tracking and trending analysis and standard reports will auto generate for stakeholders.</p>

Goal or Business Outcome	Strategy (General "How" Statement)	Objectives	Performance Measures/Schedule
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Objective 1.1.3: Make public-facing data and reports or service delivery functions associated with administrative operations, available for all stakeholders.

1.1.3.1 Public information available in an electronic format that can be accessed easily with mobile and/or desktop tools

Objective 1.1.4: Identify all administrative operational processes and ensure they are optimized for statewide use.

³ Includes accounting, inventory management, human resources, procurement, accounts receivable, accounts payable, and financial and budgetary processes.

⁴ Includes all elements of the government within Hawai`i, citizens of Hawai`i, funding entities, and the business community.

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Goal/Business Outcome 2:
The State of Hawai`i is nationally recognized as a citizen- and business- friendly environment due to the efficiency and effectiveness of State government in managing and

Strategy 2.1: Eliminate duplication of data between lines of business by ensuring data is captured once by the State and is available for use by all authorized users as required.

Objective 2.1.1: Gather and store data one time as the State's authoritative information source.

Objective 2.1.2: Assign information stewards/owners for a line of business for all datasets.

2.1.1.1 Data duplication between lines of business will be unnecessary and eliminated by 2015.

2.1.2.1 Each dataset has an identified owner who promotes and authorizes the utilization of his/her dataset(s) within the State.

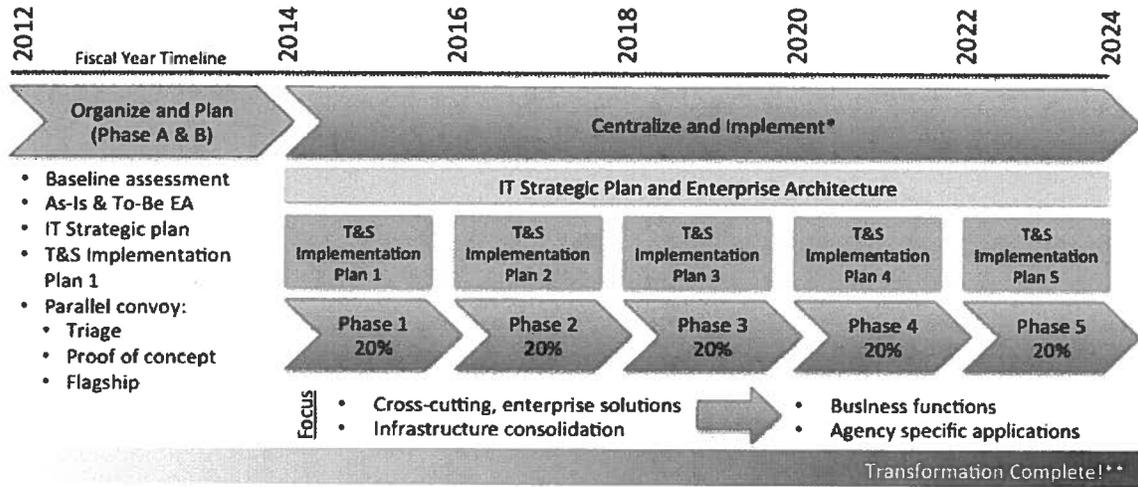
Goal or Business Outcome	Strategy (General “How” Statement)	Objectives	Performance Measures/ Schedule
securely sharing information in the desirable form and format.	<p>Strategy 2.2: Integrate citizen- and business-entity information across the departments so that providing information more than once is not required because technical solutions are available to efficiently capture information and then share it based on authorized actions.</p>	<p>Objective 2.1.3: Information stewards and the CIO ensure that data is leveraged to fulfill information needs statewide.</p> <p>Objective 2.1.4: Create an electronic profile for citizens and business entities which will be shared across Departments in a secure and protected manner.</p> <p>Objective 2.1.5: When requesting services from the State, citizens or business entities will not be required to provide the same basic information more than one time.</p>	<p>2.1.3.1 Executive Leadership Council and CIO Council routinely address information sharing.</p> <p>2.1.4.1 The data repository shall be accessible during standard business hours at 99% availability</p> <p>2.1.5.1 By 2017 all Departments will have access to and utilize common profile data.</p>

Goal or Business Outcome	Strategy (General "How" Statement)	Objectives	Performance Measures/ Schedule
<p>Goal /Business Outcome 3:</p> <p>The organizational alignment of the Executive Branch within the State of Hawai`i is recognized by its internal stakeholders for its efficiency and effectiveness, and is recognized outside the State as a best practice.</p>	<p>Strategy 3.1: Organize and manage all State services and delivery processes to maximize responsiveness, efficiency, and effectiveness of services provided internally and externally to stakeholders.</p> <p>Strategy 3.2: Integrate the acceptance of cultural change into all aspects of any realignment activities.</p> <p>Strategy 3.3: Remove real or perceived barriers and inhibitors to cultural and attitudinal change.</p>	<p>Objective 3.1.1: Establish working groups by the LOBs to address alignment options.</p> <p>Objective 3.1.2: Determine the optimum way to align and deliver services to stakeholders.</p> <p>Objective 3.1.3: Create a quantitative, risk-based transition plan and implement the new service alignment.</p> <p>Objective 3.1.4: Establish measures of effectiveness that quantify organizational responsiveness, effectiveness, and efficiency, and that demonstrate sustained improvement after the implementation of any realignment actions.</p> <p>Objective 3.1.5: Assess the cultural change requirements and implement an effective change management process as part of the organizational change activities.</p>	

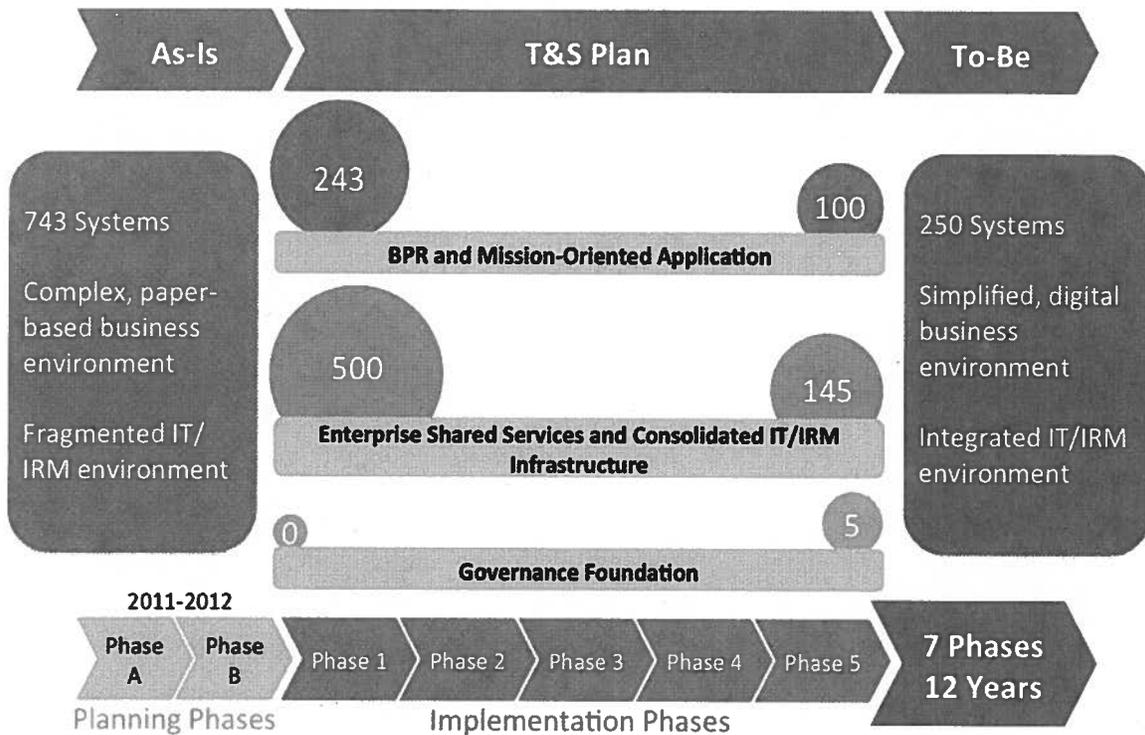
Goal or Business Outcome	Strategy (General "How" Statement)	Objectives	Performance Measures/ Schedule
<p>Goal/Business Outcome 4:</p> <p>State of Hawai'i's processes are streamlined in order to ensure services are delivered to all stakeholders in the most efficient and effective manner and process streamlining will not be just a one-time activity, but will be performed continuously.</p>	<p>Strategy 4.1: Support the departments within the State as they undertake BPR with a straightforward methodology that engages process performers in defining the BPR improvements and improvement measurements.</p>	<p>Objective 4.1.1: Provide a methodology, Theory of Constraints (TOC), for effectively conducting BPR activities, measuring results, and defining or refining the associated IT requirements.</p> <p>Objective 4.1.2: Provide training and training resources for departmental staff to support BPR activities.</p> <p>Objective 4.1.3: Provide strong governance and project management oversight to ensure enterprise transformation initiatives are executed and improvement is measured.</p>	<p>4.1.1.1 Each BPR project records positive results from identified measurements.</p> <p>4.1.1.2 Each department has at least one person who guides the utilization of the TOC methodology.</p> <p>4.1.1.3 Each initiative, with associated improvement measures, will be tracked and reported.</p>

II. Action Plan with Timetable

How Long Will the Transformation Take? Based on current funding, below is the estimated timetable and phasing:



The implementation Framework as currently planned reduces complexity by two thirds over twelve years through an enterprise approach:



III. Performance Measures

OIMT's Accomplishments in building the plan:

Deliverable	Plans	Effort Months	Why Significant?
State Strategic Plan	1	3	A unified 360 ⁰ view of the State's mission, goals and objectives
Baseline Report, Benchmark Report, Data Center Assessment	3	4	Baseline of where we are and how we compare to other states
Business and IT/IRM Transformation Plan	1	8	Vision of the future state and roadmap to get there

Projects Proof-of-Concept 34* 6 Demonstrates we can get things done on time with quality

*Completed, Underway, Planned

And for overall accomplishments and performance:

Project Category	Completed (FY12) 8	12 Underway/Planned (FY13) 23	Notional Planned Investments (FY14)+		
Flagship Enterprise Initiatives	✓ HealthIT Grant Proposal / \$14.4 mill	<ul style="list-style-type: none"> eTreasury Deposit Receipts ePayroll Change Schedule HealthIT Planning 	<ul style="list-style-type: none"> Enterprise Resource Planning Assessment HealthIT Phase 1 Hawai'i Broadband Initiative Plan Longitudinal Educational System 	<ul style="list-style-type: none"> Enterprise Resource Planning Implementation (Phase 1 of 4) HealthIT Release 1.0 Hawai'i Broadband Initiative Phase 1 	MISSION
	<ul style="list-style-type: none"> State Baseline Assessment DoTax Process Improvements (2) 	<ul style="list-style-type: none"> Business IT/IRM Transformation Plan (7/2012) DHRD Process Improvement 	<ul style="list-style-type: none"> IT Governance Modernization Tax Analytics 	<ul style="list-style-type: none"> Line of Business Transformation Blueprints Tax Modernization 	
Business Process Reengineering	<ul style="list-style-type: none"> Asia-Pacific Economic Cooperation (APEC) Summit Security 	<ul style="list-style-type: none"> Data Loss Prevention (Pilot) Securing Internet Communications (DNSSEC) 	<ul style="list-style-type: none"> Security Assessment Enhanced Data Loss Prevention ICSD Security Triage 	<ul style="list-style-type: none"> Enterprise Security Program Enterprise Wide Data Loss Prevention 	ENTERPRISE IT SERVICES
Open Government/Innovation	<ul style="list-style-type: none"> Open Data (alpha) 	<ul style="list-style-type: none"> Open Data (beta) State Websites Modernization Boards & Commissions Websites Web Dashboard Collaboration-as-a-Service (Pilot) 	<ul style="list-style-type: none"> Multi-Factor Authentication Phase 1 Open Data Release 1.0 Agile Software Development Legislative and Constituent Tracking Web 2.0 and Gov 2.0 Collaboration-as-a-Service Phase 1 	<ul style="list-style-type: none"> Data At Rest Encryption (Pilot) Mobile Device Security (Pilot) Multi-Factor Authentication Phase 2 Open Data Release 2.0 Innovation Lab Mobile 2.0 and Dashboard 2.0 Collaboration-as-a-Service Phase 2 	
Enterprise Shared Services			<ul style="list-style-type: none"> Geographic Information System Document Management Cloud and Email Services IT Acquisition 	<ul style="list-style-type: none"> Enterprise Records Management 	
IT Infrastructure Modernization	<ul style="list-style-type: none"> Server Virtualization System Access Modernization 		<ul style="list-style-type: none"> ICSD Infrastructure Triage Data Center Planning One Net Foundation Voice over Internet (Pilot) 	<ul style="list-style-type: none"> Data Center Implementation One Net Implementation Radio Program Modernization Voice over IP Implementation 	
Funding Sources	Completed with HCF Grant / \$4.5million		Supplemental Budget/\$25.3million	Biennium Budget Request /TBD + subject to change	

OIMT has published additional performance measures and metrics on the OIMT web site that are frequently updated and contain more detail than the abbreviated information above.