

Meeting Summary



**INFORMATION**

<b>DATE:</b>	4/28/2017	<b>START TIME:</b>	1:00 pm	<b>END TIME:</b>	2:30 pm	<b>LOCATION:</b>	NH Legislative Office Bldg., 33 N. State St., Concord, NH
<b>SUBJECT/PROJECT:</b>	New Hampshire Information Technology Council (IT Council)						
<b>PURPOSE:</b>	Scheduled Public Meeting						
<b>CHAIRPERSON:</b>	NH National Guard Lt. Col. Barry Groton						
<b>ATTENDEES:</b>	<p><u>IT Council Members:</u></p> <ol style="list-style-type: none"> <li>1. Chair, NH National Guard Lt. Col. Barry Groton;</li> <li>2. Michael Bourbeau, Vice President, Information Systems, Northeast Delta Dental;</li> <li>3. Representative Daniel Eaton, NH House of Representatives, Cheshire - District 03;</li> <li>4. Hamilton McLean, DES for Clark Freise, Assistant Commissioner, Dept. of Environmental Services (DES);</li> <li>5. Chris Hensel for Dr. Scott Mantie, Director, Program Support Division, Department of Education (DOE);</li> <li>6. Roger Marchand, Project Manager, Department of Revenue Administration (DRA);</li> <li>7. Joe Mollica, Chairman, NH State Liquor Commission (NHLC);</li> <li>8. Representative Lynne Ober, NH House of Representatives, Hillsborough - District 37;</li> <li>9. Rick Bailey, Assistant Commissioner, Department of Safety (DOS);</li> <li>10. Donna O'Leary, CIO, Department of Health and Human Services (DHHS);</li> <li>11. Victoria Sheehan, Commissioner, Department of Transportation (DOT);</li> </ol> <p><u>And:</u>                  Ken Gallager, GTAC chair                  Denis Goulet, CIO, Dept. of Information Technology (DoIT)                  Steve Kelleher, Director of Strategic Planning and Governance, DoIT                  Tim Scott, GTAC member</p>						
<b>ABSENTEES:</b>	<ol style="list-style-type: none"> <li>1. Jennie Angell, Director, Informational Services, City of Manchester;</li> <li>2. Charles (Sid) Russell, Financial Data Manager, Department of Administrative Services (DAS);</li> <li>3. Rod Bouchard, Assistant County Administrator, Cheshire County;</li> <li>4. Stan Waddell, CIO and Associate Vice President of IT, University of New Hampshire (UNH)</li> </ol>						
<b>ITEM #</b>	<b>AGENDA</b>						
<b>Public Session</b>							
1.	Welcome						
2.	Membership Introductions						
3.	Motion to accept <a href="#">minutes from 1/27/2017</a> meeting						
4.	Statewide Computer Use Policy Ratification						
5.	Statewide Social Media Policy Ratification						
6.	Report from the GIS Committee's Technical Advisory Committee (GTAC)						
7.	Governance <ul style="list-style-type: none"> <li>• Project Initiation</li> <li>• Project Prioritization</li> <li>• State Contracts</li> <li>• E-Government Strategy</li> </ul>						

8.	<p>Cybersecurity Update</p> <ul style="list-style-type: none"> <li>• CISO Retirement</li> <li>• Budget</li> <li>• NH Cyber Integration Center (NHCIC)</li> <li>• Cyber Awareness Training</li> </ul>
9.	Motion to Adjourn
<b>ITEM #</b>	<b>MINUTES – with corrections and approval from 7/21/2017 meeting</b>
1.	<p><b>Welcome</b></p> <ul style="list-style-type: none"> <li>• IT Council Chair Lt. Col. Woody Groton welcomed all and then Representative Ober welcomed all to the House Finance Chambers.</li> </ul>
2.	<p><b>Membership Introductions</b></p> <ul style="list-style-type: none"> <li>• Lt. Col. Groton asked IT Council Members to introduce themselves, which they did.</li> </ul>
3.	<p><b>Motion to Accept <a href="#">1/27/2017 Meeting Minutes</a></b></p> <ul style="list-style-type: none"> <li>• Lt. Col. Groton asked for a motion to accept the 1/27/2017 meeting minutes; Chairman Mollica made a motion, which was seconded by Mr. Bourbeau. IT Council members accepted; motion passed.</li> </ul>
4.	<p><b>Statewide Computer Use Policy</b></p> <ul style="list-style-type: none"> <li>• Commissioner Goulet said there was some good feedback from the Council’s review of the policy, but that no changes were made as a result. Mr. McLean thought it made sense to consider some allowance for use of state resources during lunch/breaks, but Commissioner Goulet is firm on not allowing for the use of state resources for anything other than state business. Ms. Angell also had good suggestions and questions, but they were about things that are already covered in other policies. Commissioner Goulet is happy to provide more detail to anyone who is interested.</li> <li>• Lt. Col. Groton invited further discussion.</li> <li>• Asst. Comm. Bailey asked if the Division of Personnel had weighed in on possible follow up to any policy violations. Commissioner Goulet thanked him for the question and said Mr. Sid Russell had brought up the same question previously, and we subsequently validated the policy was okay upon further review.</li> <li>• Lt. Col. Groton asked if there was further discussion. He then requested a motion to vote to ratify the Statewide Computer Use Policy. Motion was made by Ms. O’Leary and seconded by Mr. Marchand. After stating that it was moved and seconded that the Council vote to ratify the Statewide Computer Use Policy, Lt. Col. Groton asked if members were ready for the question, and then asked for those in favor to say “aye,” which was followed by responses. He then asked those opposed to say no, to which there were no responses. Lt. Col. Groton announced the motion adopted.</li> </ul>
5.	<p><b>Statewide Social Media Policy Ratification</b></p> <ul style="list-style-type: none"> <li>• Commissioner Goulet introduced DoIT Web Support Division Director Theresa Pare-Curtis, who reviewed feedback received on the version reviewed at the previous meeting, while displaying the following slide:</li> </ul> <div data-bbox="477 1396 1019 1801" style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p style="text-align: center;"><b>Feedback on Social Media Policy</b></p> <ul style="list-style-type: none"> <li>• Updated agency rules of engagement process to require <ul style="list-style-type: none"> <li>– the agency to have a process that prohibits the posting of any confidential or department information that has not been approved for external dissemination</li> <li>– the agency define the process by which authorization for use of another’s copyright, intellectual property or photographs taken by the agency that includes recognizable persons is obtained</li> <li>– the agency have a procedure that documents any comments removed from the social media site determined as inappropriate</li> </ul> </li> <li>• Added free tools such as photosharing (e.g. Flickr), online surveys &amp; quizzes (e.g. Survey Monkey) or scheduling (e.g. Doodle) to the list of examples</li> <li>• Removed requirement to conform with New Hampshire Website Standards and Best Practices</li> <li>• Removed requirement to identify individual who authored a post</li> </ul> <p>Items noted but no change to policy</p> <ul style="list-style-type: none"> <li>• Noted request to add links to RSAs referenced <ul style="list-style-type: none"> <li>– Online RSAs do not have persistent URLs so links may not work</li> </ul> </li> <li>• Require passwords be shared with management <ul style="list-style-type: none"> <li>– Accounts are established with state email accounts which is how password retrieval and resets are managed</li> </ul> </li> </ul> </div> <ul style="list-style-type: none"> <li>• Ms. Pare-Curtis said a number of issues are being addressed under an agency’s own rules of</li> </ul>

	<p>engagement instead of in the statewide policy, and gave the following example: The Liquor Commission holds a wine event. It is up to the agency to communicate that the purchase of an event ticket authorizes the use of any event photos, etc. Ms. Pare-Curtis invited questions.</p> <ul style="list-style-type: none"> <li>• Lt. Col. Groton asked if there was further discussion; there was none. He requested a motion to vote to ratify the Statewide Social Media Policy. Motion was made by Mr. Bourbeau and seconded by Chairman Mollica. After stating it was moved and seconded that the Council vote to ratify the Statewide Social Media Policy, Lt. Col. Groton asked if members were ready for the question, and then asked for those in favor to say “aye,” which was followed by responses. He then asked those opposed to say no; there were no responses. Lt. Col. Groton announced the motion adopted.</li> <li>• Commissioner Goulet congratulated everyone on their work and said the baseline strategy still applies, which gives agencies leeway, as needed.</li> </ul>
6.	<p><b>Report from the GIS Committee’s Technical Advisory Committee (GTAC)</b></p> <ul style="list-style-type: none"> <li>• Commissioner Goulet said that since the GIS Advisory Committee last presented to the IT Council on April 19, 2016, the <a href="#">GIS Committee</a> has been established and in operation per HB377 (now RSA 4-F). Prior to RSA-4, The Advisory Committee met to share information and collaborate on GIS issues across agencies. That body is now referred to as GTAC (GIS Technical Advisory Committee), is chaired by Ken Gallager from the Office of Energy and Planning, and reports to the GIS Committee. Commissioner Goulet said he will want Council support for GIS, where policy applies in general/statewide, such as with E-Government. Otherwise, GTAC will continue to work with the GIS Committee, and this body will be kept up-to-date on activities. Commissioner Goulet thanked Mr. Gallager and GTAC member Tim Scott from DOS for presenting today.</li> <li>• Mr. Gallager displayed the following slide explaining the GIS Committee’s charge:</li> </ul> <div data-bbox="477 915 1042 1341" data-label="Image"> <p>The slide is titled "HB 377 NH GIS Committee" and is authorized under RSA 4-F. It lists the committee's charge as follows:</p> <p>The committee shall:</p> <ul style="list-style-type: none"> <li>• <b>Review</b> – the use, development, and coordination of geospatial data &amp; resources by state agencies and municipal governments.</li> <li>• <b>Consider</b> – the need for central coordination, storage, and distribution of such data &amp; resources, and suggest appropriate responses</li> <li>• <b>Advise</b> – on GIS needs at public &amp; semi-public agencies; identify avenues where legislation may further efficiencies through enhanced cooperation.</li> </ul> </div> <ul style="list-style-type: none"> <li>• Mr. Gallager explained that previously the GIS Advisory Committee had no authority, but did work to share data across state agencies and municipalities. Now, with GTAC reporting to the newly formed GIS Committee, GTAC’s first assignment was to perform a gap analysis on GIS statewide:</li> </ul>



## GIS Technical Advisory Committee

### Gap Analysis

**Outputs:**

Identify gaps in practice and organization between:

- Guiding principles (future state) and
- Where the state is now (current state).

**Outcomes:**

Inform the GIS Committee on policy recommendations to the legislature that:

- Define future horizon 3-5 years.
- Identify level of effort and resources.
- Develop plan/matrix (based on working group of 4-5 people)
- Define actions that promote the benefits of supporting GIS collaboration.

- He acknowledged the small group that worked on the analysis:



## Gap Analysis Working Group

- Catherine Callahan, NH DOIT/NH Fish and Game Department
- Glenn Davison, NH Department of Transportation
- Ken Gallager, NH Office of Energy and Planning
- Sean Goodwin, NH Department of Safety
- Hamilton McLean, NH Department of Environmental Services
- Fay Rubin, University of New Hampshire
- Tim Scott, NH Department of Safety
- Sara Siskavich, Nashua Regional Planning Commission

- Mr. Gallager reviewed the gap analysis process, adding that Mr. Scott helped analyze the strengths and weaknesses:



## GIS Technical Advisory Committee

### GAP Analysis Process

Documentation of Recent Strengths and Weaknesses, Opportunities and Challenges

Detailed Assessment of Progress since the GIS Strategic Plan (ca 2007)

Major strategic ideas were organized and analyzed into an Implementation Table, a matrix of

- ✓ Strategic Goals
- ✓ Potential Actions (with explanatory examples)
- ✓ Major Benefits
- ✓ Implementation Details
- ✓ Alignment with Committee's Guiding Principles

Overarching Recommendation: GIS Action Plan Needed

- The analysis resulted in the following recommendation to the GIS Committee:



## GIS Technical Advisory Committee

### Recommendation

The GTAC proposes that a formal subcommittee of the GTAC be established to prepare a two-year Action Plan

#### Outputs

A sequence of steps that must be taken, or activities that must be performed effectively, for a strategy to succeed

Three major components areas:

- Specific tasks that will be completed and by whom
- Time horizon when tasks will be completed
- Capital and human resources needed for specific activities to be completed

#### Recommended Action

GIS Committee adopts GTAC recommendations and commits resources to support the Strategies identified below

- Mr. Scott said they applied the baseline plus approach in framing their strategies; he then reviewed strategy 1:



## STRATEGY #1

### Develop and maintain NH statewide base map and derivative data products

#### Objectives –

1. Develop a statewide data acquisition plan for updates to base map
2. Recommend a formalized protocol for simple data collection and aggregation
  1. This is not a one size fits all
  2. Some agencies have very specific data requirements and models

- About objective 1, Mr. Scott gave as an example a new set of aerial overviews/images and LiDar, which could be used by multiple agencies and maybe even some municipalities.
- Under objective 2, the following example was given: the Statewide Asset Data Exchange System (SADES) is used to share stream crossing information (including bridges and culverts) among DOT, DES, and DOS.
- Mr. Scott presented the following slide while discussing Strategy 2:



## STRATEGY #2

### Designate an official state GIS clearinghouse for curated, public-facing GIS data.

#### Objectives –

1. Identify the best solution for a state GIS clearing house to promote common awareness of & accessibility to enterprise GIS data sets
2. Research & promote task & cost-appropriate analytical tools
3. Increase outreach to state, regional, local governments & private stakeholders

#### Areas of Further Exploration-

1. Identify common GIS presentation tools & platform availability
  1. Common GIS presentation tools and platforms are already in existence through the statewide master purchase agreement with ESRI
  2. Areas of training opportunities should be explored to take full advantage of the platforms

- Mr. Scott said we need to evaluate if it makes sense to establish GRANIT or another entity as the clearinghouse; awareness of tools by all who need them may be an issue; and asked if all know that GRANIT could host their GIS data or if they have data as well as how to present it to their stakeholders.
- Mr. Gallager showed the following slide while discussing Strategy 3, noting that the strategies being presented are not necessarily in order of priority:

**STRATEGY #3**

**GIS technology is available to all state agencies**

**Objectives –**

1. Develop best practice guidelines for data collection, storage, & management
  1. Identify a common way to locate geospatial features of interest
  2. We believe latitude, longitude in decimal degree format is sufficient to reference all datasets including the use of the USNG
2. Identify software & managerial solutions
3. Consider existing industry standards and apply when possible
  1. Latitude, Longitude

- Under objective 1, Mr. Gallager gave as an example of geo-referencing the US National Grid, which can be referenced on top of other GIS data sets. Mr. Gallager displayed and reviewed Strategy #4 in the following slide:


**STRATEGY #4**

**Enhance statewide GIS governance and policies to guide best practices**

**Objectives –**

1. Renew GTAC charge and outreach plan
  1. This should be directed by the GIS Committee
2. Elucidate uniform legal guidance with respect to GIS and NH public records law

- Mr. Gallager gave examples of objective 2, saying that there needs to be a better understanding of all the varying applications of right to know and how related costs incurred would be recovered. Mr. Gallager and Mr. Scott then summarized the recommendations:



## Summary of Recommendations: Two-Year GIS Action Plan

**Outputs**

1. A sequence of steps or activities that must be taken to support the respective strategy with three major components:
  - Specific tasks & by whom
  - Time horizon
  - Capital & human resources needed


**Recommended Actions**

1. GIS Committee adopts GTAC recommendations and commits resources to support the Strategies 1-4
2. GIS Committee directs GTAC to achieve Strategy 1 first due to the budgetary timeline and broad support and need of these data sets and success of completion
3. Reports to Legislature as required on the Action Plan progress

**Resource requirements**

1. Assigned point of contact for overall coordination of each strategy
2. GTAC working group or outside resources
3. Availability of agency staff resources or funding of outside resources

- Mr. Scott said DOS has stressed the importance of achieving the first recommended action before the others, preferably in a 2-year cycle to enable conversations with the legislature about funding and that it would be great to know of a 5-year plan and schedule.
- Mr. Gallager noted the links to resources in the following slide:




## Questions ?

NH GIS Strategic Plan (2007)  
<https://www.nh.gov/oep/planning/services/gis/documents/strategic-plan.pdf>

GIS Technical Advisory Committee  
 Gap Analysis  
<https://www.nh.gov/doit/gis-committee/index.htm>


State of New Hampshire



Geographic Information System (GIS)  
Strategic Plan  
October 18, 2007

Presented by  
Amante Geographics, Inc.  
Thanks for your time.

GRANIT  
<http://granit.unh.edu/>  
<http://granitview1.unh.edu/>



- Commissioner Goulet said the presentation will be posted at the IT Council web site.
- Rep. Eaton asked if support mentioned was in terms of new positions or having agencies loan staff resources, to which Mr. Gallager replied that they want what it takes to get the work done.
- Rep. Eaton asked if a request has been made, to which Commissioner Goulet responded that an item is included in the capital budget, but no related operations costs have been requested yet. Commissioner Goulet commended GTAC for presenting today’s material in a way that is absorbable, and said we can make progress at the current rate of support.
- Rep. Eaton said time is of the essence, with an anticipated revenue picture more positive than had been projected.
- Commissioner Goulet said NH will look for one process that will work for all and that there is a lot of work to be done.
- Commissioner Goulet agreed to discuss the GTAC work assignments with the GIS Committee.

7.

- Governance**
- Commissioner Goulet said capital budget funding has been requested for projects that will focus on improving IT Governance with state agencies in specific project and contracting areas.
  - DoIT Director of Governance and Strategic Planning Steve Kelleher gave an overview of topics he would be addressing:

## High Level Topics

- Application Lifecycle (Overview)
- Project Intake
- Project Prioritization
- State Contracts
- E- Government

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- Mr. Kelleher touched on each of the topic areas and mentioned that project prioritization at both the agency and enterprise levels would be further discussed later during the presentation, and that e-Government status would be provided from a high level strategic perspective.

### Project Initiation

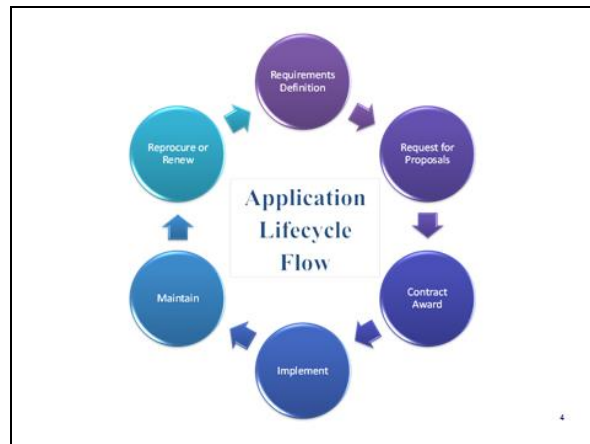
- Mr. Kelleher introduced the concept of the application lifecycle, which is a step by step process that is used from initial inception of an application to its ultimate completion.

## Application Lifecycle

- What is it?
- What is the linkage to contracts?
  - Different types of contracts
    - 10 year, 5 Year, 3 Year

3


- Mr. Kelleher displayed the following slide while discussing the application lifecycle: Each step was reviewed to explain the type of work and effort that goes into it.



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Mr. Kelleher then introduced the significance of the link between application lifecycle and contracts: When defining the timeframe for a contract it is important to define what is appropriate for each type of contracted application. Choosing quick rebid options on large complex systems may not be efficient and expends unnecessary resource time and effort. Aligning the optimal contract duration based on the type of application is important to promote efficiency. Commissioner Goulet said he wished to further clarify this topic.

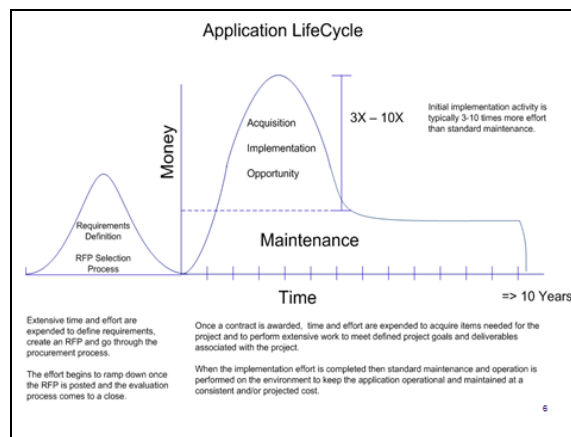


## Application Lifecycle (continued)

- What is it?
- What is the linkage to contracts?
  - Different types of contracts
    - 3 Year, 5 Year, 10 year

5

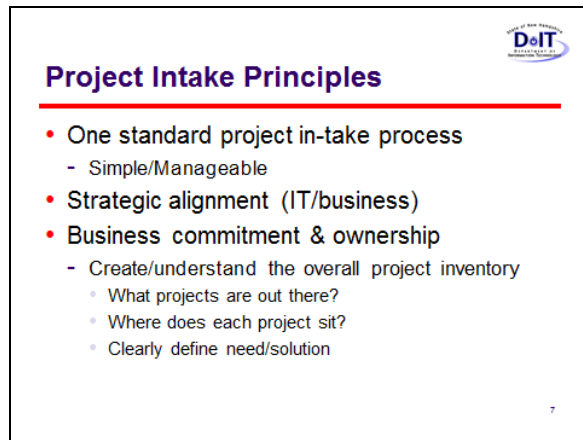
Commissioner Goulet said currently we are going to the Governor and Executive Council (G&C) with 2, 3, and 5-year agreements when they should be 10-year agreements, which may not provide the best overall value to the state. He wanted to present this idea to the IT Council before presenting it to Councilors at a future G&C Breakfast Meeting. He displayed and discussed the next illustration to further clarify his reasoning on this topic:



- Commissioner Goulet noted that the first step in any application effort is requirements gathering (i.e., understanding what you need). When done properly, the requirements definition phase is expensive, regardless of the length of the application's lifecycle due to the time and effort that needs to be put forth by all stakeholders involved to plan, gather, and document needs in order to define the scope and complexity of an effort. He provided the Liquor Commission's NextGen as an example. It was pre-planned and presented to the Governor and Executive Council as a 10-year agreement with the reasoning that if we re-procure too often, the efforts would be expensive given the extensive resources and planning that would be needed for such a complex and critical project, which generates large amounts of revenue for the state. This would be expensive without even considering the cost of business disruption that would also be caused by frequent reprocurements. He said he would like to socialize this concept at the next G&C.
- As examples, Commissioner Goulet said 3-year contracts are appropriate for commodities like pcs and WAN; 5-year contracts are more appropriate for core infrastructure; and enterprise applications should likely be 10-year contracts. Commissioner Goulet mentioned that the state

must also be vigilant on not letting critical applications go too long without a reprocurement, because waiting too long also has negative effects. As examples, he mentioned that DRA's system is 30 years old, the DOS driver's license system is 35 years old, and the NHLC point of sale system is also 30 years old.

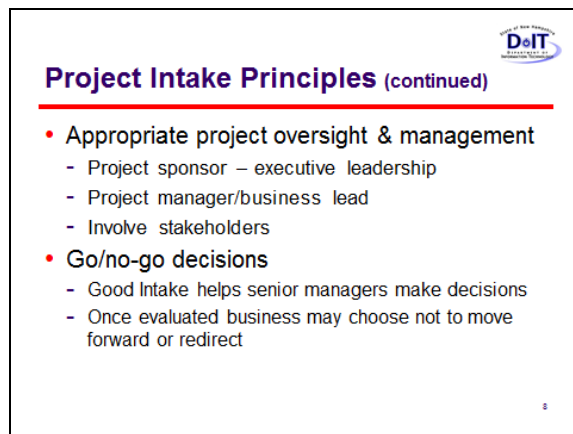
- Commissioner Goulet said we should be realistic in our understanding of how long we'll run and manage our applications and not inaccurately assume we'll run a complex application for only 3 years or run any one application for too long.
- Ms. O'Leary thanked Commissioner Goulet for addressing this. She said it's not just the cost of the application but also the appropriate use of resources that needs to be considered. She gave as an example the idea that IT expertise should be used for the betterment of systems planning, strategy and management instead of on frequent re-procurement efforts.
- Rep. Ober said she'd like to see the state get to the point where more disparate systems are coordinated to become consolidated into single enterprise solutions and that if this was done instead of paying costs for multiple and separate maintenance contracts we might have money needed for some of the other types of work discussed earlier. Commissioner Goulet said this was an excellent segue to our next topic, regarding product initiation.
- Mr. Kelleher introduced the principles behind establishing one IT project intake process. Currently, no unified and consistent process is used across all state agencies for the submission of technical project requests. Stronger governance practices are needed to improve upon existing methods.



**Project Intake Principles**

- **One standard project in-take process**
  - Simple/Manageable
- **Strategic alignment (IT/business)**
- **Business commitment & ownership**
  - Create/understand the overall project inventory
    - What projects are out there?
    - Where does each project sit?
    - Clearly define need/solution

He said looking at strategic alignment between IT and the business helps us be sure we are working on the things we really should be working on and allocating our limited resources to the efforts that will assist the state to meet its strategic objectives. He continued the discussion while displaying the following slide:



**Project Intake Principles (continued)**

- **Appropriate project oversight & management**
  - Project sponsor – executive leadership
  - Project manager/business lead
  - Involve stakeholders
- **Go/no-go decisions**
  - Good Intake helps senior managers make decisions
  - Once evaluated business may choose not to move forward or redirect

- Business ownership and appropriate project oversight & management help to strengthen cross agency and division communication with stakeholders and improve project success rates. Mr. Kelleher noted that involving stakeholders promotes understanding project effects across the enterprise and what possible synergies could be used to reduce costs and promote efficiency and collaboration as well as making proper decisions on Go/no-go decisions to determine what projects move forward, are put on hold, or get rejected. Projects must also be properly prioritized using standard priority schemes. Mr. Kelleher continued the discussion while displaying the following slide:

**Project Intake Principles (continued)**

- **Appropriate and transparent funding**
  - Benefits/costs explained & understood
  - Alternatives evaluated & outlined
  - Initial implementation & ongoing operation costs
    - Source of funding (grants, federal, general, capital, etc.)
    - Ongoing source of funding
      - i. Is it Budgeted for the expected life of the project?
      - ii. Is it dependent on future grants or potentially volatile funding?

- Mr. Kelleher said appropriate and transparent funding must reflect a realistic lifecycle of the project or application. Financial planning must include the cost of all aspects of the application from its initial inception and expenditure for resources, hardware and software as well as ongoing maintenance and operational support. An example was provided where grant funds may be allocated to initiate an effort. Complete financial planning on how to keep the application funded in future years is needed to ensure the application can continue to be managed when (one time only) grant funds are fully expended.

### Project Prioritization

- Mr. Kelleher then discussed project prioritization principles:

**Project Prioritization Principles**

- Agency project inventory
- Every project requires a priority
- There is only one (1) priority #1
- Can only work on so many projects
  - Balance funding/staffing/timing
- Agency & statewide prioritization
  - Agency is the initial focus
  - Statewide will be addressed later

He noted that agencies need a complete project inventory. Each project must be assigned a priority level in relationship to all the other projects in the inventory. The initial intent is to start off with each agency prioritizing its own projects so DoIT can improve its understanding and ability to support critical business initiatives.

- Commissioner Goulet said implementing project initiation and prioritization according to these principles represents a big change; he will be reaching out to all agencies about it, since when this type of IT governance shift occurs, it is sometimes interpreted as a way for IT to make things easier for itself. He expects the shift will help agencies prioritize projects and funding, which will be better for their businesses. He said the ability to decide not to proceed with projects is a good measure of the quality of an IT department and its governance. He said as with other IT initiatives and policies, this process will adhere to the baseline plus model, and that he'll do outreach to commissioners who may require baseline plus.
- Mr. Marchand thinks the perception may be that IT's role is to help agencies get their IT priorities funded; he therefore recommends Commissioner Goulet clarify this in his communication to commissioners.
- Commissioner Goulet thanked Mr. Marchand for making the point. He said studies demonstrate that focusing on four projects and then the next four projects is more effective than working on 20 projects at once. He acknowledged that DoIT is engaging agencies and using some of the good concepts of project initiation and prioritization from DOS, DOT, DHHS and others who are already doing things well and making efforts to improve project intake and prioritization processes..
- Mr. McLean said often projects costs are not known and projects can't be prioritized until staff know the effort required.
- Commissioner Goulet said that up-front planning is very important and merits the time and effort invested at the beginning of a project. The DoIT IT leads can help with modeling and planning, make assumptions, and develop detailed requirements with its agency partners and consultants when needed. He gave RIMS (Revenue Information Management System) as an example, where \$200K was spent on this pre-project work to do proper and detailed up-front planning and analysis to provide detail to fuel informed decisions.
- Rep. Ober said DRA also provided comparison costs when funding was requested.
- Commissioner Sheehan said DOT has a group that makes go/no-go decisions and if a go, they commit money just to do the initial research.
- Ms. O'Leary said it's important to define the project intake process for commissioners. Otherwise, without enterprise alignment, bad behavior could result.
- Mr. Kelleher said these items are at the front end of the intake process, where projects are submitted, evaluated as to whether they should move forward or not, prioritized, and then formally initiated and committed to via management support and resource allocations. When all of this is done, contracts may need to be put in place (which leads to governing contracts principles).

#### **State Contracts**

- Mr. Kelleher discussed contracts while displaying the following slides. The state needs one contract process with centralized storage and access abilities that can be used across all state agencies as well as more standardized guidelines on what items require IT review and improved standardized templates and a consistent/sustainable contracting approach based on the timing discussions discussed earlier in the meeting.



## State Contracts

- **Basic Strategic and Governance Principles**
  - One Contract process (for the enterprise)
  - Solid definition of what requires DoIT review
    - Technology solutions are in more projects today than ever before (data management, exchanges, reporting)
    - Streamline review process
  - Standard templates
  - Consistent/sustainable approach based on solution types (i.e. 3, 5, 10 year contracts as appropriate)

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## State Contracts (continued)

- **Where are we today (challenges)?**
  - Increasing RFP volume
  - Lengthy approval process (extensive coordination)
  - Template variations (Agency/DoIT)
  - Lack clarity on who writes, owns and manages each contract (agency variations)
  - Procurement environment is evolving
    - Requires clarity on what DoIT will review
    - P37 terms (more commodity than IT based)
    - Expanded security/hosting requirements

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- Mr. Kelleher said that today, we are seeing increasing RFP volume. This is being driven by multiple factors such as: a push to renew contracts every two years; more agencies are putting projects under class 27; and other projects not in IT budgets now require an IT review because they include IT components (e.g., HVAC systems historically never required an IT review, but now they do because they are connected to networks and other IT equipment). This is occurring on many efforts because technology is now engrained in almost all functions.
- Commissioner Goulet noted the need for a time check. Mr. Kelleher quickly reviewed some of the steps DoIT has taken to improve. Volumes are being managed via staff alignment; collaboration efforts are in progress with the AG's office on standardizing contracting templates and streamlining the review process and working with agency business partners to clarify what DoIT does/does not need to review, and discussing standard verbiage that will help to strengthen existing contracts.



## State Contracts (continued)

- What are we doing to improve?
  - Manage volume with focused reviews
  - Collaborating on template standardization
    - Bi-weekly meetings with the AG's office
    - AG led multi-agency RFP/Contracts planning
    - National procurement forums
  - Communicating with agencies on ownership
  - Addressing procurement environment issues
    - Clarifying what should be reviewed by DoIT
    - Implemented standard security/hosting requirements

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### E-Government

- Commissioner Goulet addressed the current status and national trends in E-Government. Since the Council last met, there has not been much change at the state level. At NASCIO's (National Association of State CIOs) Midyear Conference in April, this was a major topic. The common theme at the state level is that the focus on service delivery is shifting from the viewpoint of agencies to the viewpoint of customers/citizens. A fundamental principle to be addressed: will it be a citizen or business view?
- Asst. Commissioner Bailey said the gating factor is how interactions to do business with the state are set up. There needs to be one access point/gateway so agencies can adapt to deliver services, which would require involvement/decisions from the AG and other agencies. He gave as an example the authentication of users/customer id.
- Commissioner Goulet said he would provide related information he got from NASCIO, and that some states are using Real ID, which represents the highest level of authentication – in person with a photo id and signature required.
- Asst. Commissioner Bailey mentioned that businesses don't have Real ID.
- Commissioner Goulet said there is grant money available to look into this.
- Commissioner Bailey said only ¼ of those eligible for Real ID at the time of license renewal are opting in.

8.

### Cybersecurity Update

#### CISO

- Commissioner Goulet said he is in the role of acting CISO since former CISO Leslie Williams retired on March 30. There are good candidates and filling the position is a top priority.

#### Budget

- The SFY 18/19 capital budget request includes around \$1.4M for cybersecurity improvements. Part of that will include risk assessment to give us a baseline. The budget contains funding for an ISO and an additional security analyst position, which would focus on application security. Rep. Eaton said we will want to track the rewrite of the capital budget in the senate.
- We received initial authorization to fund an ISO position, which would focus on application security and also fill in when the CISO is away.

#### NHCIC (NH Cybersecurity Integration Center)

- The EOC is collapsing cyber into a single 7 x 24 intake process through the NHCIC. After hours cyber incident calls made to the Help Desk are now being routed to DOS dispatch and then to the DoIT Commissioner.

#### Cybersecurity Awareness Training

- We just kicked off the second year of this training, which follows the baseline plus model. This year we have 860 plus more participants, with legislative staff and the courts now participating. A

	<p>weekly cyber training completion status dashboard by agency is provided to the governor's office as a way to motivate agencies to get their staff to complete the training.</p> <ul style="list-style-type: none"> <li>• Mr. Bourbeau inquired about improved results, to which Commissioner Goulet responded that there is a wide range of completion rates, with the Office of Energy &amp; Planning at a 61 percent completion rate.</li> </ul>
9.	<p><b>Motion to Adjourn</b></p> <ul style="list-style-type: none"> <li>• Commissioner Goulet said that completes the agenda; Chairman Mollica offered to host the next IT Council meeting – date to be determined; Commissioner Goulet said a NextGen update will be on the next meeting's agenda.</li> <li>• Lt. Col. Groton asked for a motion to adjourn; motion was made; Mr. Marchand seconded; meeting was adjourned.</li> </ul>

<b>ACTION ITEMS</b>
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ITEM #	DESCRIPTION	Assigned To	Due Date
1.	Post approved January 27, 2017 meeting minutes and draft of April 28, 2017 meeting minutes on the <a href="#">IT Council website</a> .	Kathy Traynor	May 5, 2017
2.	Schedule July meeting	Kathy Traynor	

<p><b>NEXT MEETINGS:</b>  July 2017 meeting time and date to be determined, NH Liquor Commission, 50 Storrs St., Concord, NH</p>
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