| Meeting Summary | | | | | | | |
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| **INFORMATION** | | | | | | | |
| **DATE:** | 11/3/2017 | START TIME: | 1:00 pm | **END TIME:** | 2:30 pm | **LOCATION:** | LOB Room 210-211 33 N. State St. Concord NH |
| **SUBJECT/ PROJECT:** | New Hampshire Information Technology Council (IT Council) | | | | | | |
| **PURPOSE:** | Scheduled Public Meeting | | | | | | |
| **CHAIRPERSON:** | NH National Guard Lt. Col. Barry Groton | | | | | | |
| **ATTENDEES:** | IT Council Members:<br>1. Chair, Lt. Col. Barry Groton, NH National Guard<br>2. Representative Daniel Eaton, NH House of Representatives, Cheshire - District 03<br>3. Roger Marchand, Project Manager, Department of Revenue Administration (DRA);<br>4. Rick Bailey, Assistant Commissioner, Department of Safety (DOS)<br>5. Thomas Pristow, Deputy Commissioner, Department of Health and Human Services (DHHS);<br>12. Jennie Angell, Director, Informational Services, City of Manchester;<br>13. Alex Stone, Director, Data Financial Management, Dept. of Administrative Services (DAS);<br>14. Stan Waddell, CIO and Associate Vice President of IT, University of New Hampshire (UNH)<br>15. Vacant, A representative nominated by the NH Association of Counties and appointed by the governor for a 3-year term<br>16. Michael Bourbeau, Vice President, Information Systems, Northeast Delta Dental;<br>And:<br>Denis Goulet, CIO, Dept. of Information Technology (DoIT) | | | | | | |
| **ABSENTEES:** | Victoria Sheehan, Commissioner, Department of Transportation (DOT);<br>Caitlin Davis, Director, Program Support Division, Department of Education (DOE);<br>Representative Lynne Ober, NH House of Representatives, Hillsborough - District 37;<br>Clark Freise, Assistant Commissioner, Dept. of Environmental Services (DES)<br>Joe Mollica, Chairman, NH State Liquor Commission (NHLC); | | | | | | |
| **ITEM #** | **AGENDA** | | | | | | |
| **Public Session** | | | | | | | |
| 1. | Welcome – Lt. Col. Barry Groton and Representative Eaton | | | | | | |
| 2. | Membership Transitions – Lt. Col. Barry Groton | | | | | | |
| 3. | Motion to accept minutes from 7/21/2017 meeting | | | | | | |
| 4. | Budget Update – Assistant Commissioner Joe Bouchard –DAS<br>• The "Double Counting" Issue Rose to provide on Monday | | | | | | |
| 5. | Performance Scope Audit- John Clinch, LBA Senior Performance Auditor. | | | | | | |
| 6. | Governance Update – Steve Kelleher, DoIT Strategic Planning and Governance | | | | | | |
| 7. | Cybersecurity Update<br>• CISO Recruitment – Commissioner Goulet<br>• Incident Planning & Exercises – HSEM, Assistant Director Jenn Harper<br>• Cyber Insurance – Jason Dexter, DAS Risk Management. | | | | | | |
| 8. | Motion to Adjourn | | | | | | |

| ITEM # | MINUTES |
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| 1. | **Welcome** |
| 2. | **Membership Introductions**<br>• Lt. Col. Groton announced the changes in Council membership, Thomas Pristow, Deputy Commissioner, Department of Health and Human Services (DHHS) replacing Lori Shibinette, former Deputy Commissioner DHHS.<br>• Caitlin Davis, Director, Program Support Division, Department of Education (DOE) replacing Dr. Scott Mantie, former Director, Program Support Division, DOE.<br>• Thomas Trumble Jr., Network Administrator, Merrimack County to replace Ron Bouchard as the representative of the New Hampshire Association of Counties. |
| 3. | **Motion to accept 7/21/2017 meeting minutes**<br>• Lt. Col. Groton asked for a motion to accept the 7/21/2017 meeting minutes.<br>• A motion was made to approve the minutes; the motion was seconded; all approved and none opposed. The 07/21/2017 Minutes are posted. |
| 4. | **Budget Update – Assistant Commissioner Joe Bouchard – DAS**<br>• HB 144: Ch. 155:7, Reductions and Budget Adjustments - The "Double Counting" Issue.<br>• The same funds are counted for twice. Once within DoIT's budget and again within the agencies Class 27.<br>• Estimated Total "Double Counting" included in the current biennium for FY18 is $157,061,391.M, for FY19 is $160,635,488M.<br>• If the "Double Counting" is removed from DoIT's budget, DoIT's estimated net source of funds for FY18 would drop to $5,813,751M and FY19 is $5,909,690M.<br>• Recommendation: Is to research solutions similar to the method currently used by the Comptroller to generate the financial statements on behalf of the State of New Hampshire. |
| 5. | **Performance Audit Scope, John Clinch – LBA Senior Performance Audit Manager provided the following update on the Audit.**<br><br>The LBA is a non-partisan agency within the Legislative Branch of government and has two divisions:<br>• The Budget Division assists the Legislature with preparing and monitoring the State's budget.<br>• The Audit Division which conducts financial and performance audits of State agencies.<br><br>The LBA was asked by the joint Legislative Performance Audit And Oversight Committee to conduct a performance audit of the Department of Information Technology. A performance audit is an objective examination of evidence to provide an independent assessment of the performance of a government organization.<br><br>The examination of the Department will focus on the efficiency and effectiveness of the Department in managing and coordinating its technology resources with a focus on customer service and internal operations during State fiscal years 2016 and 2017.<br><br>Ultimately, any findings and recommendations will be discussed with the Commissioner and will be Included in a final report, which will be presented to the fiscal committee. Once the report is accepted by the fiscal committee, it is released to the public. We plan to present the report to the Fiscal Committee at its February 2018 meeting.<br>Audit Scope<br><br>The audit period will include SFYs 2016 and 2017 and will seek to answer the following question: How efficiently and effectively did DoIT manage and coordinate technology resources? Specifically, DoIT's customer service and internal operations will be evaluated.<br><br>To address this question the Auditors plan to:<br>• Research industry practices and review relevant performance measures,<br>• Review DoIT's strategic plan,<br>• Conduct surveys of DoIT staff and customers,<br>• Perform data analysis and review process, |

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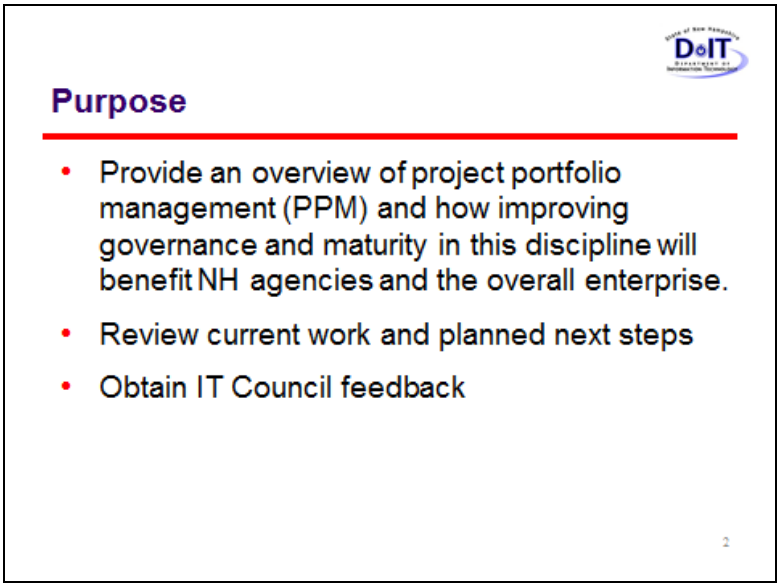
| | • Assess the DoIT organizational structure, and<br>• Interview key DoIT staff and stakeholder |
| 6. | **Governance Update – Steve Kelleher, DoIT - Governance and Strategic Planning**<br><br>• Mr. Kelleher provided a governance update which addressed the importance of elevating project portfolio management maturity within the state environment to gain benefits associated with its use such as improved decision making, project success rates, resource utilization, agility, customer satisfaction and project execution.<br><br>• It was discussed that statistics/surveys showed using project management disciplines can improve project success by 2.5X, organizations that align enterprise project management and strategy improve their ability to meet business goals and significantly reduce perceived failures, and the average person does not multitask well. When multitasking is performed and resources shift between many tasks or projects, significant productivity losses may be experienced, which supports the concepts of only focusing resources on critical projects and minimizing the time slicing of resources across too many projects.<br><br>• Existing state projected maturity in this discipline was reviewed and areas of possible improvement were discussed as well as next steps that would be taken to elevate project and portfolio management maturity such as a) establishing a formal group to share project management practices within the state to discuss/recommend standards, processes and tools to initiate action plan recommendations. A high level design that outlined a flow of agency project data that could be ingested and processed via rules/tools to be turned into information where experience could be applied to generate knowledge that could be utilized to assist with decision making efforts regarding project investments of time, resources and funding.<br><br>  |

## Agenda

- Project Portfolio Management (PPM)
  - definition and benefits
- Statistics and observations
- Where do we stand? What is our PPM maturity?
- Opportunities to improve maturity?
- Next steps
- Summary

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## Project Portfolio Management

- Definition
  - "Centralized management of one or more project portfolios to achieve strategic objectives."

References: https://www.pmi.org/learning/featured-topics/portfolio

- Benefits (Why would we do this? It's good for the business.)
  - Improves decision making (collaboration/alignment w/strategy)
  - Manage risk of failure/Improve success (business/program impact)
  - Maximize resource use (control & efficiency, understand constraints)
  - Show value to stakeholders (agility, customer satisfaction & focus)
  - Enable repeatable success (establish framework, improve execution)

References: "5 Major Benefits of Adopting an Effective Project Portfolio Management and PMO initiative" by Ian Needs at keyedin.com and pmsolutions.com State of PPM 2013 Research Report

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## Statistics & Observations

- 2016 PMI Pulse of the Profession - Survey
  - Projects are 2.5X more successful when proven project management practices are used
- 2017 PMI Pulse of the Profession - Survey
  - Organizations that aligned enterprise PMO to strategy reported 38% more projects met business goals, 33% fewer projects were deemed failures
- 2017 Forbes – Article on multitasking
  - "98% of the population does not multi-task very well".
  - Studies show up to a 40% reduction in productivity

References: Project Management Institute - PMI Pulse of the Profession (years 2016 & 2017), at PMI.ORG, Forbes.com – Lisa Quast, "Want to be more productive? Stop multi-tasking"

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## Where do we stand?

- Program and Portfolio Management
  - Conducted agency maturity assessments
  - (5) Maturity Levels are defined (1=least, 5=most)
- Levels (benchmark for Government ~ 2.6)
- Our estimated score?
  - High 1 to Mid 2 range (in general)
  - Individual agencies may vary

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## Opportunities for Improvement

- **Level 1 - Reactive**
  - Build internal relationships (Managers - IT/Business)
  - Define guiding principles (simple rules)
  - Develop result focused project managers (lead and help standardize, training)
- **Level 2 – Emerging Discipline**
  - Create and manage lists of your projects (basic project portfolio management)
  - Improve planning/project alignment with strategy
  - Improve and tailor processes to meet organizational needs
  - Align IT staff with projects
- **Level 3 – Initial Integration**
  - Prioritizing projects → true portfolio management (focus on value)
  - Only work on what adds value
  - Stop time slicing resources - sequence work properly
  - Focus on scalable project processes: Manage programs (groupings of like-projects)

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## Next Steps

- Establish a cross-agency discussion/planning forum
  - Project Management Advisory Committee (PMAC - PMO style forum)
    - Include business and IT (all agencies)
    - Promote collaboration on consistent practices/standards/tools
    - Address common challenges & recommend solutions
    - Act on the opportunities for improvement outlined
- Establish action plans
  - Work with PMAC and IT Council/align with strategy (as efforts progress)
- Establish a submission & analysis design
  - Establish central hub (project portfolio data->information->knowledge)
  - Establish consistent updates
  - Establish incremental and sustainable agency and enterprise analysis
  - See high level diagram

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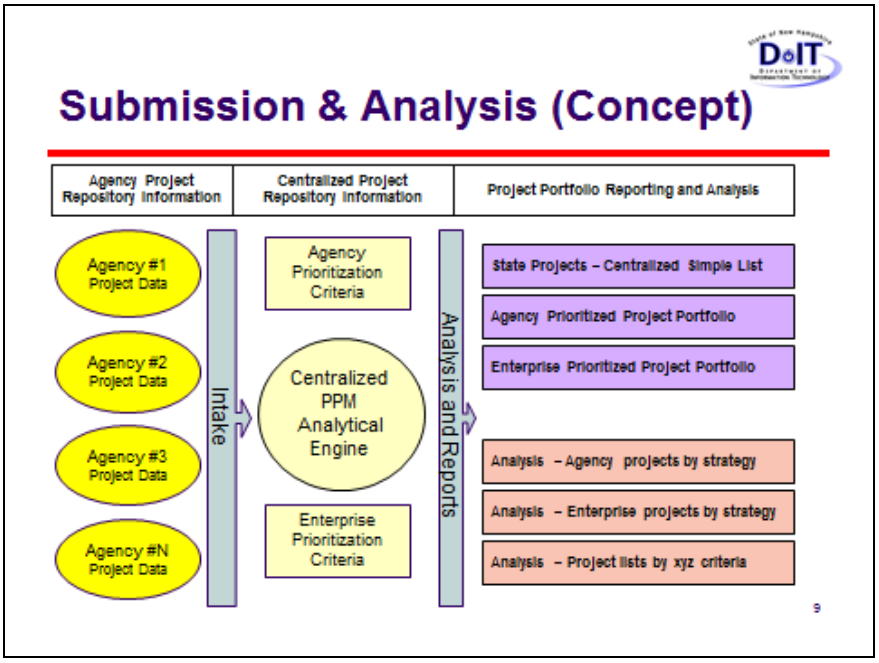


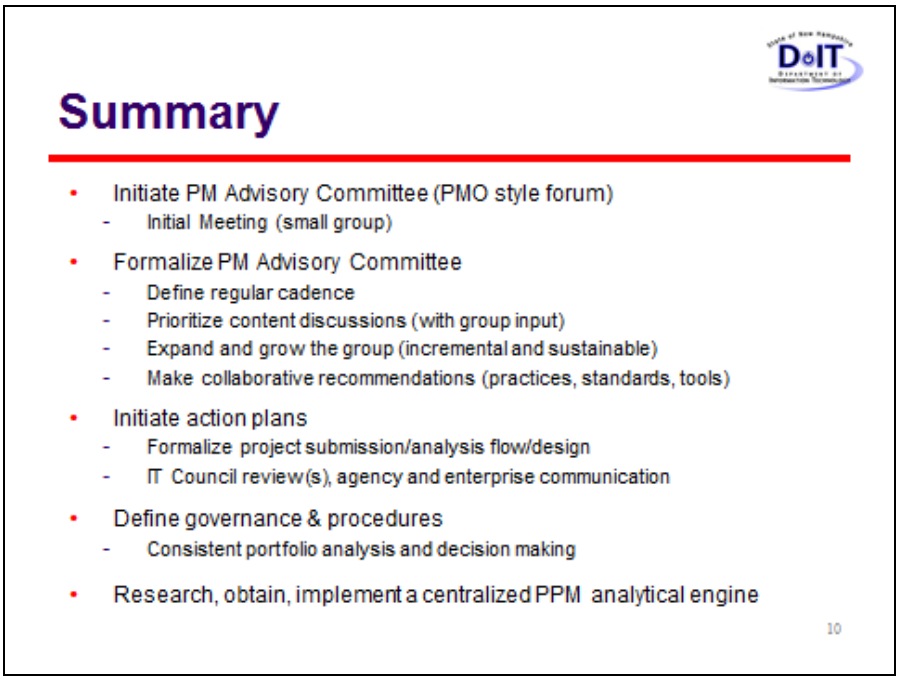


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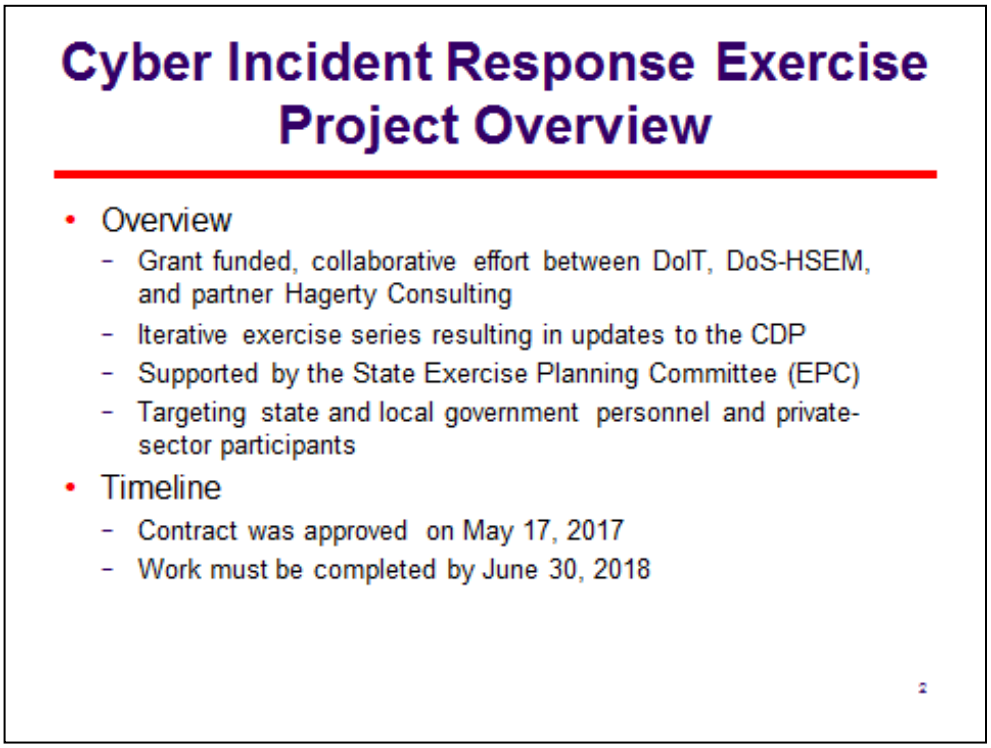
| 7. | **Cybersecurity Update:** |

**a. CISO Recruitment**

- DoIT Commissioner Goulet is pleased to announce that Daniel Dister has been hired and will be starting work on Monday November 13th. Daniel has recently retired from Homeland Security and is moving from Washington D.C. to New Hampshire.

**b. Incident Planning and Exercises**

- HSEM Assistant Commissioner Jenn Harper displayed and reviewed the following slides:



## Project Objectives

- The overall objectives of this initiative are:
  - Testing and improving response capabilities
  - Reducing impact to business operations and data loss exposure
  - Improving information-sharing and coordination
  - Illuminating response and escalation triggers

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## Project Strategy

- Project objectives will be achieved by:
  - Designing and conducting progressive cyber training and exercise series
  - Briefing DoIT and DoS-HSEM leadership on identified gaps and improvements
  - Updating and enhancing the NH CDP based on exercise outcomes and promising practices

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## CDP Update and Enhancement

- CDP updates will reflect national best practices and comply with the National Institute of Standards and Technology Cybersecurity Framework
  - Inclusion of the private sector and the Cyber Integration Center
  - Operational and decision-making support tool development
  - Defined threat levels
  - Exploration/identification of current threats and trends

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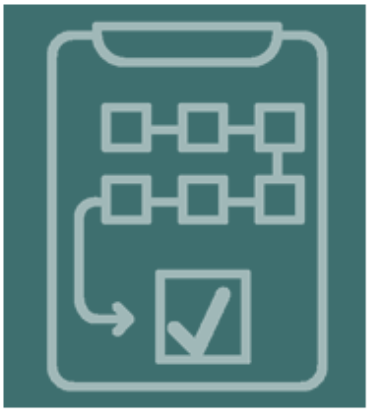
## Exercise Series Overview

- Phase I: State Government
  - Training and Exercise Planning Workshop, Tabletop Exercise
- Phase II: Public and Private Sector Partners
  - Training and Exercise Planning Workshop, Tabletop Exercise
- Phase III: All Participants
  - Functional Exercise



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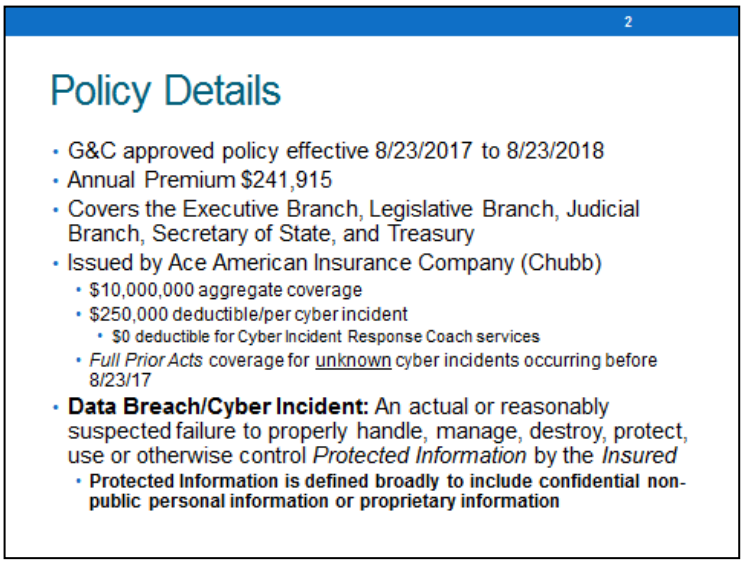
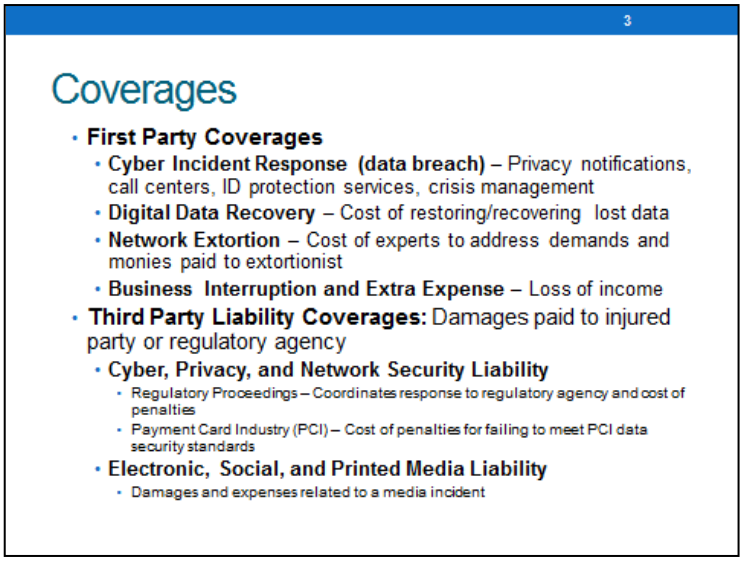
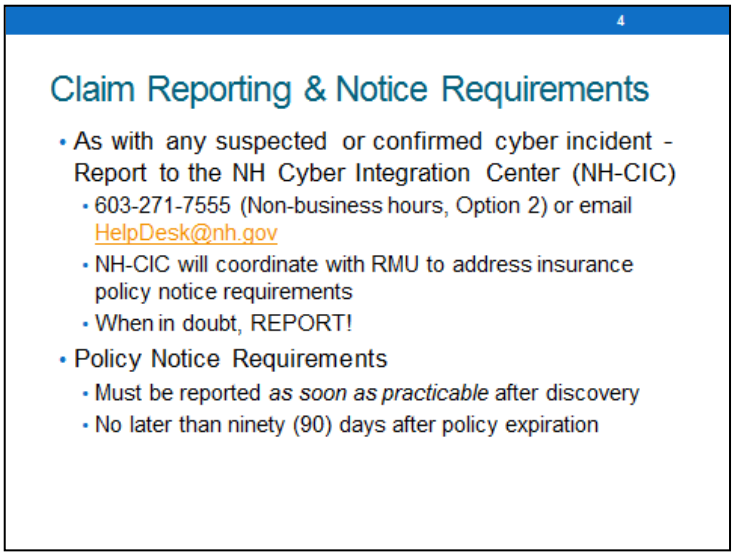
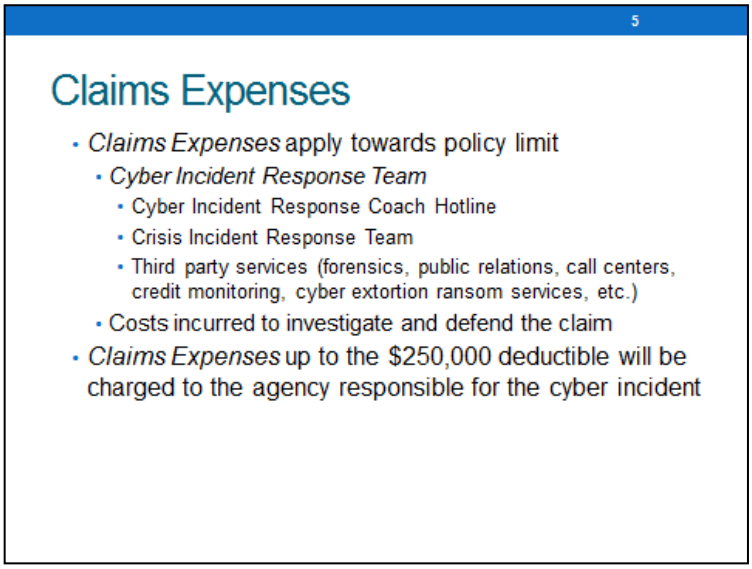
**c. Cyber Insurance**

- Jason Dexter, DAS Risk Management - presented the following overview on Data Security and Privacy Cyber Liability Insurance**.**



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| 8. | **Motion to Adjourn**<br>• Lt. Col. Groton asked for a motion to adjourn; motion was made and seconded; meeting was adjourned at 2:23 pm |

**ACTION ITEMS**

| ITEM # | DESCRIPTION | Assigned To | Due Date |
|---|---|---|---|
| 1. | Post approved July 21, 2017 meeting minutes and draft of November 3, 2017 meeting minutes on the IT Council website. | Lois Monette | Nov 9,2017 |
| 2. | Schedule February meeting | Lois Monette | |

**NEXT MEETINGS:**
Meeting time and date to be determined,