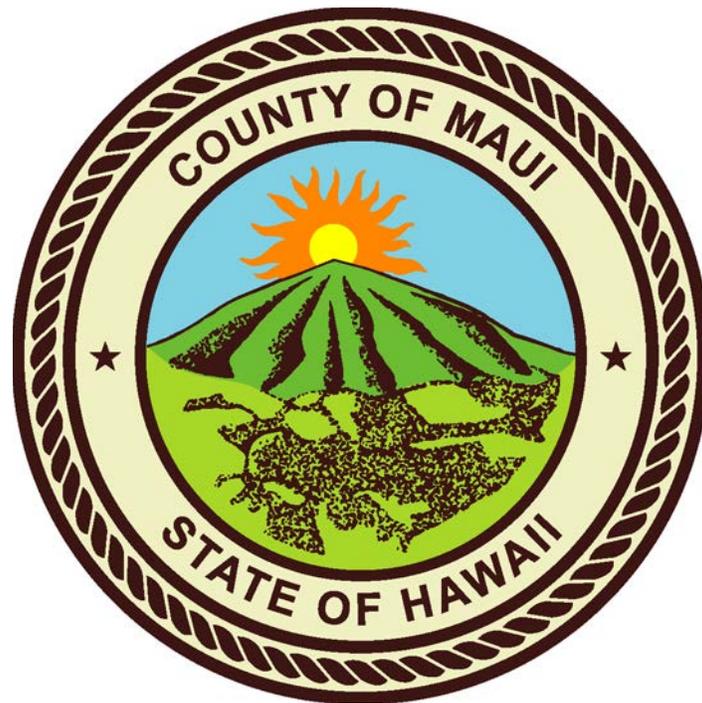


COUNTY OF MAUI
INFORMATION TECHNOLOGY
SERVICES DIVISION



STRATEGIC PLAN
2018-2021

Excellence in IT Service Delivery



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INTRODUCTION

The Information Technology Services Division (ITSD) is pleased to present its Strategic Plan for calendar years 2018 to 2021. This Strategic Plan describes four initiatives that will drive the goals and activities for the Division over this period. These initiatives are fundamental to the Division's efforts to become a recognized center of excellence for the delivery of IT Services. The Division will draw upon the initiatives outlined in this Strategic Plan to create annual Action Plans and related budget request documents for fiscal years 2019 through 2022.

Plan Creation

The ITS Division Strategic Plan was drafted by the ITS Division Management Team and reviewed by the Division staff. The creation of the Plan was guided by the recommendations contained in the Maui County IT Assessment presented by Gartner in March 2013. The Assessment includes 7 recommended initiatives, which are incorporated in this Strategic Plan's initiatives.

The Plan continues to reflect the Team's continuing efforts to transform the ITS Division into an organization holding IT service delivery as its paramount purpose in alignment with Information Technology Service Management (ITSM – see Appendix A). Those efforts are guided and supported by the principles and best practices described in the body of work of the Information Technology Infrastructure Library (ITIL – see Appendix B) and form the foundation of the initiatives outlined in the plan

Plan Maintenance

This Strategic Plan will be reviewed for adjustment annually to ensure that major changes in organizational priorities and the economic and technological environment of the County of Maui inform the implementation of the Strategic Initiatives in the Plan.

The Strategic Plan will undergo a comprehensive update by December of 2020, to formulate the vision and initiatives for the next four year cycle. That update, as was the present one, will be supported by prior planning activities, including strategy sessions and surveys involving service clients and technology leaders, and sessions focused on strategic alignment with organizational priorities and objectives.



Governance

Governance of the ITSD Strategic Plan mirrors, of necessity, the governance of the ITS Division. As manager of the ITS Division, the Chief Technology Officer is responsible for the creation and maintenance of the plan, and for the implementation of the strategic initiatives through action steps and budget proposals. As the ITS Division functions under the direction of the Managing Director, its strategic and operational plans and initiatives are subject to review for consistency with organizational goals and objectives and to such adjustment as the Managing Director deems necessary for alignment with the County Administration's expectations and requirements.

Through the annual budget process, Administration and County Council have further opportunity to examine and adjust the implementation plans and the efforts conducted and proposed by the Division to ensure that they are consistent with and supportive of the objectives and needs of the County of Maui.



OVERVIEW

The ITS Division Strategic Plan represents the key elements of the Division's continuing process of improvement as a service-focused IT organization. The Plan documents the vision and the mission that lie at the core of the ITS Division's role of supporting the County of Maui's diverse services to the community. The Plan uses that vision and mission to build four strategic initiatives, aimed at firmly establishing the ITS Division as an **IT Service Center of Excellence**.

The Strategic Plan loosely follows the structure of The Balanced Scorecard, by Robert S. Kaplan and David P. Norton. The Perspectives described in their work were used to guide the relationship between the Strategic Plan's four initiatives and the resulting objectives.

The Strategy Map included below documents these relationships.

The key elements of the Strategic Plan are:

VISION:

The Information Technology Services Division provides outstanding IT services in support of the County of Maui's goals and objectives.

MISSION:

The mission of the ITS Division is to serve the goals and objectives of the County of Maui through a focus on IT Service excellence. The Division will provide and maintain innovative, effective, agile, reliable, and secure IT capabilities, based on ITIL best practices and industry standards.

The four strategic initiatives developed based on the vision and mission are:

- One: Deliver mature and effective IT Services in alignment with organizational initiatives
- Two: Provide Operational Excellence
- Three: Develop and Organize Staff focused on the Service Strategy
- Four: Increase breadth and transparency of a sustainable funding model



ITSD STRATEGY MAP

The Map places the Division's vision of delivering outstanding IT services in the top Perspective of Customer Service, to recognize that the other 3 Perspectives are foundational to the Division's ability to deliver such service.

Being foundational to the primary goal of Excellence in IT Service Delivery, the Perspectives of Internal Process, Learning and Growth, and Financials are of no less importance than the Customer Service Perspective. The Initiatives related to these Perspectives have a very high priority as they make IT Service Delivery possible.

The order in which the initiatives are shown on subsequent pages was chosen to show their relationship with the elements of the Strategy Map. The order is not meant to suggest a lessening priority.

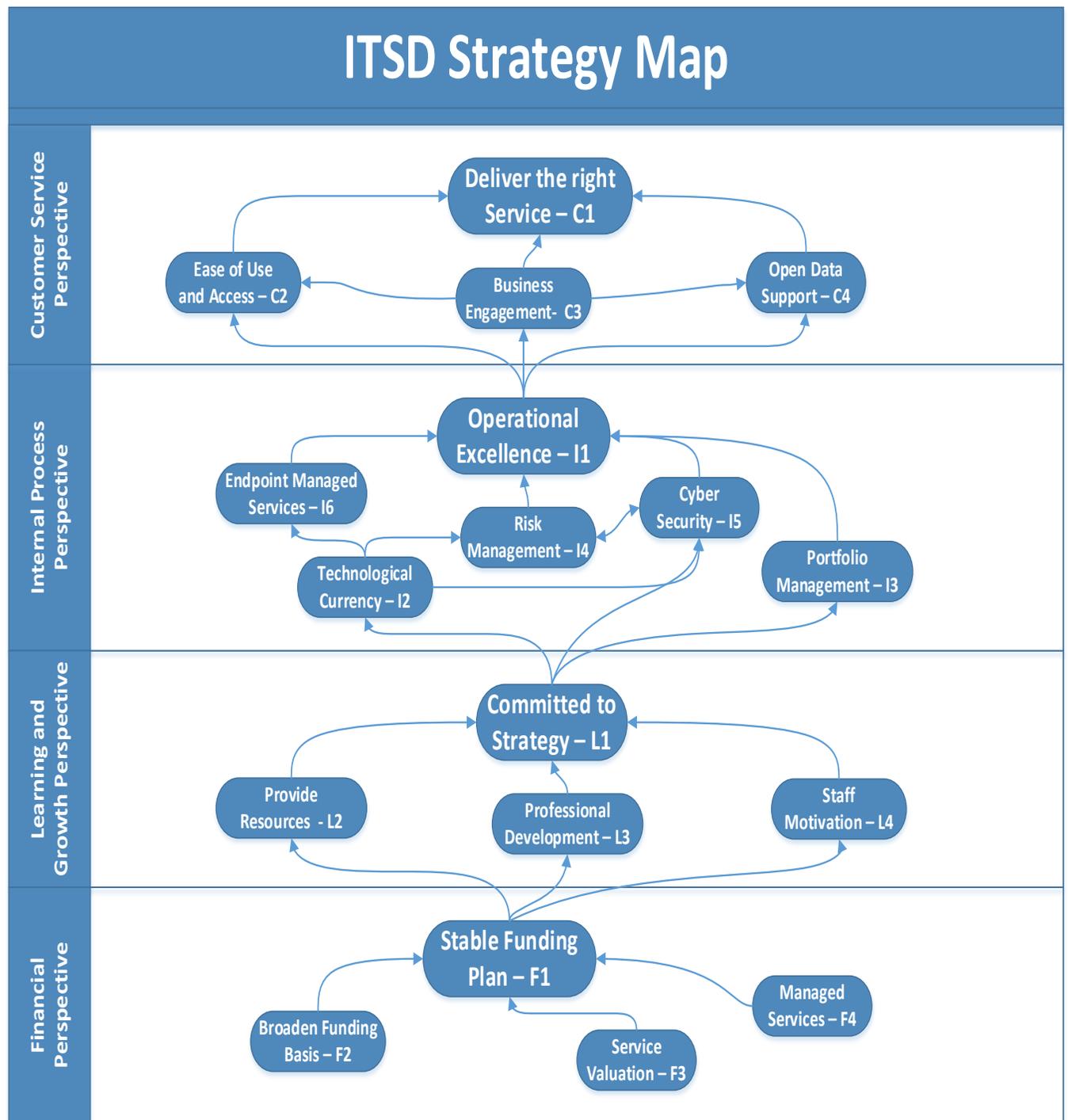


Fig.1: ITSD Strategy Map

The following sections describe the strategic initiatives in further detail.



FIRST INITIATIVE: Deliver mature and effective IT Services in alignment with organizational initiatives (Strategy Map: C1)

ITS management seeks to continue maturing ITSD's capabilities as a customer and process centric service provider. ITSD will build on the progress made during the previous strategic planning cycle. The focus will shift from building the internal process structure to ease of use and access for the customer. ITSD will rely on the ITIL framework as the foundation for this program.

The First Initiative focuses on achieving three central Objectives

1. Increase ease of access to services through on line access and self-service portals (C2):

The delivery of mature services must bring the services to the consumers of those services. On line and self-service opportunities will support the strategy of reaching out.

2. Improve engagement with County's Lines of Business (C3):

The ITS Division will develop a program to conduct regular "Check-In" sessions ensuring the Division will be an active partner with County Departments in achieving their goals and objectives.

3. Develop a service center for geospatial and other Open Data products (C4):

Community access to accurate and meaningful information will improve the interaction between County government and its customers. Presenting such information in a graphic format using modern software capabilities will be the focus of the Geospatial Service Center.

The First Initiative shall have four desirable Outcomes:

1. Improved self-service options:

By the end of Fiscal Year 2019, the first self-service portals will be available for use. Throughout the performance period of this Plan, additional on line opportunities will be implemented.



2. SLAs implemented for core ITSD services: Incident Response, Service Request:

Effectiveness of Service delivery will be measured against Service Level Agreements to be attached to core services provided by the ITS Division. The Service Level Agreements will be the concrete result of the efforts to improve ITSD's engagement with the County Departments (Objective 2 of the First Initiative) By the end of Fiscal Year 2020, these SLAs will document the delivery standards used to measure the Division's ability to meet service expectations.

3. Customer expectations exceeded:

Using SLA metrics and satisfaction surveys, the Division will demonstrate its success in delivering IT services.

4. Effective geospatial services:

County map-based information will be readily available to assist users with their information needs. The catalog of mapped data sets will expand on a yearly basis.

The ITS Division will accomplish these outcomes through the continued application of best IT Service Management practices, as described in the ITIL (Information Technology Infrastructure Library) framework.

The focus will be on leveraging opportunities for on-line and mobile access to services and information provided by the County to its customers and staff.

This work will include continual review and validation of the Division's alignment with its customers' needs and expectations.

**SECOND INITIATIVE: Provide Operational Excellence** (Strategy Map: I1)

ITSD management recognizes that a reliable and secure IT Infrastructure is a core requirement for a robust and agile service delivery platform. The architecture of such a platform must be based on open standards, and be based on a recognition of the absolute necessity of optimal levels of security and citizen privacy.

The Second Initiative focuses on achieving five central Objectives:

1. Achieve and maintain Technological Currency (I2):

Continued focus on the implementation of the Enterprise Architecture through standardization will enable the Division to provide the appropriate and reliable technology infrastructure to support the County's information systems. That infrastructure will conform to the then current standards in the technology field.

2. Develop a formal Project Portfolio Management Office (I3):

The Project Portfolio Management Office will play a key role in reconciling demand for and supply of IT Services. Project prioritization and implementation management expertise will be aimed at supporting organizational strategies.

3. Develop a formal Risk Management and Response Program (I4):

Reliable IT Service delivery requires a structured approach to identifying, understanding, and mitigating risks inherent in reliance on technology for the County's strategic operations. This program will play a key role in improving the Division's capabilities to manage and respond to those risks.

4. Increase maturity level of cyber security practice (I5):

Cyber Security threats must be met with a comprehensive and effective prevention and response capability. The Division will need to leverage and increase all resources available to protect the County's information resources.

5. Implement full endpoint management services (I6):



Productivity of County staff is directly impacted by the Division's ability to provide the necessary desktop and mobile resources in a timely and effective manner. Leveraging internal and external services to ensure that the right resources are available when and where needed by the County's staff will be essential to meet this requirement.

The Second Initiative shall have five desirable Outcomes:

1. The right systems are in place to support IT service offerings:

Adherence to Enterprise Architecture standards will create the infrastructure needed for reliable information systems and services.

2. Projects are delivered on time and on budget:

Starting in Fiscal Year 2019, organizational strategic objectives will be supported through the application of project and portfolio management best practices.

3. Achieved resiliency to meet recovery SLA objectives:

By Fiscal Year 2020, through effective risk mitigation planning, and through a focus on infrastructure redundancy and resiliency, IT Services will be delivered to meet or exceed Service Level Agreements.

4. Reduced impact of cyber terrorism:

The County will be able to limit the disruption caused by cyber security threats by implementing effective preventive measures.

5. Reduced user productivity loss:

The County's staff will see improved availability of IT resources, which are appropriate to securely support their job responsibilities.

The ITS Division will accomplish these outcomes through the implementation of its enterprise architecture, designed to emphasize flexibility through virtualization and to prioritize comprehensive cyber security protection.



THIRD INITIATIVE: Develop and Organize Staff focused on the Service Strategy (Strategy Map: L1)

ITSD Management recognizes that an engaged and high-performing workforce is a critical requirement for a successful IT service organization. Attracting, training, supporting, and retaining a team of excellent IT professionals will be particularly important due to the high number of ITSD staff within 5 to 10 years of retirement eligibility.

The Third Initiative focuses on achieving three central Objectives:

1. Secure staff resources to provide excellence in IT Service delivery (L2):

The ever-increasing demand for IT services can only be partially met by automation and a shift to self-service. Excellence in IT service delivery will require that sufficient IT staff is available to develop and maintain new service offerings in response to strategic requirements from the County departments.

2. Implement formal employee IT training program (L3):

Development and maintenance of technical and business analytical skills for ITSD staff will be focused on anticipating new functional and technical opportunities in IT service delivery. By Fiscal Year 2020 a well-structured formal training program will focus on preparing the staff for changes in technology and business expectations.

3. Develop career advancement program and opportunities (L4):

The knowledge and experience staff develops as part of their jobs within ITSD will be recognized and utilized by creating opportunities to gain more influence and responsibility in the delivery of excellent IT services.

The Third Initiative shall have four desirable Outcomes:

1. IT staffing at required levels for service excellence:

Appropriate staffing will ensure that demand for IT services will be met in a timely and effective manner.



2. IT staff possesses appropriate skills:

Changes in technology and business expectations will be accommodated by knowledgeable staff in a manner that supports business initiatives without negatively affecting risk or responsiveness.

3. Improved PM skills:

ITSD staff will conduct projects in a structured, predictable, and effective manner, ensuring that cost and time targets are met.

4. Added promotional opportunities:

Professional Development of staff and a preference for promotion from within the Division will support career path advancement.

The ITS Division will accomplish those outcomes through the use of correlated organizational and individual performance objectives.



FOURTH INITIATIVE: Increase Breadth and Transparency of a Sustainable Funding Model (Strategy Map: F1)

ITSD Management understands the challenges faced by government agencies in seeking adequate funding for necessary IT Services. At the same time, the public increasingly expects technology to lower hurdles and increase opportunities for access to information that drives government processes and decision making. A stable and predictable funding model is needed for effective long-term planning and delivery of reliable, and secure IT Services

The Fourth Initiative focuses on achieving three central Objectives:

1. Broaden funding basis for IT service delivery (F2):

The IT Services Division will aggressively pursue opportunities to broaden its portfolio of grant sourced funding options. It will endeavor to structure funding strategies to leverage complementary efforts and opportunities provided by third parties.

2. Implement service valuation model (F3):

Establishing a transparent correlation between cost and value provided will support funding requests and decisions for IT strategic initiatives.

3. Expand use of life-cycle managed service agreements (F4):

Life-cycle managed service agreements assist in making ongoing IT expenses predictable and stable over the life of the agreement. They allow life-cycle technology refresh costs to be spread out over the useful life of such IT infrastructure.

The Fourth Initiative shall have three desirable Outcomes:

1. Increased availability of non-County funding:

The ITS Division will have developed a reliable source of funding, particularly for its cyber security and risk assessment needs.



2. Increased Transparency:

The ITS Division will provide clear reporting on the effectiveness of its funding and spending practices and the resulting value realized for the organization.

3. Stable IT Operations budget:

IT service delivery cost will be smoothed out and predictable as a component of the County's cost of doing business. Major variations will be largely the result of approved enterprise information system replacement projects.

The ITS Division will accomplish those outcomes through the cultivation of shared initiatives with Federal, State and Local partners.



STRATEGIC PLAN APPROVAL

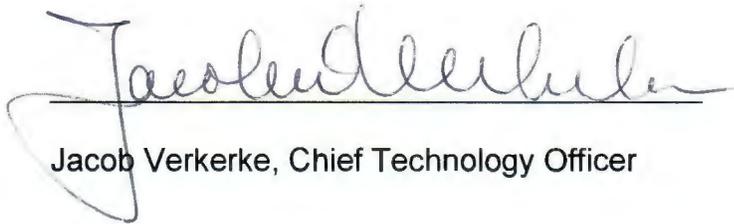
The ITS Division Strategic Plan was reviewed and approved. The Plan will take effect June 1, 2018 and be in effect until December 31, 2021.



Keith Regan, Managing Director

6/25/18

Date



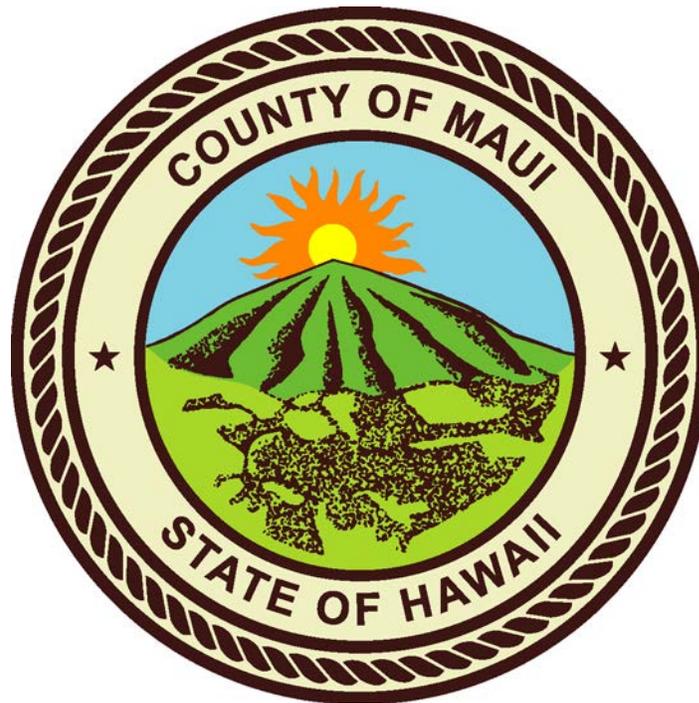
Jacob Verkerke, Chief Technology Officer

6/25/18

Date



COUNTY OF MAUI INFORMATION TECHNOLOGY SERVICES DIVISION



Appendices

STRATEGIC PLAN
2018-2021

Excellence in IT Service Delivery



APPENDIX A.

ITSM (INFORMATION TECHNOLOGY SERVICE MANAGEMENT)

From: 'Executive Briefing: The Benefits of ITIL', OGC White Paper, Maggie Kneller, Sept. 2010, [http://www.best-management-practice.com/gempdf/ogc_executive_briefing_benefits_of_itil.pdf]

ITSM – UNLOCKING THE VALUE FROM YOUR IT INVESTMENTS

For an IT investment to provide benefit, the resulting IT service must be well planned, well designed, well managed and well delivered. That is what the practice of IT service management is about.

IT service management is:

- The professional **practice** of planning, designing, developing, delivering and optimizing IT services that are both fit for purpose and fit for use, thereby providing best value and return on investment for the organization that uses them
- A specialized **discipline**, which includes the processes, methods, activities, functions and roles that a service provider needs in order to deliver IT services which provide business value for customers
- A growing **profession** of people, skilled and committed to delivering high-quality IT services which bring measurable value for businesses.

Good IT service management is essential to achieve business benefits from IT at an agreed and controlled cost. Without good IT service management, it is common for IT projects to fail or go well over budget at project stage, for ongoing IT costs of ownership to spiral out of control, and for businesses to fail to achieve the benefits they expected.

Good IT service management is the key that unlocks the value from your IT investments.



APPENDIX B.

ITIL (INFORMATION TECHNOLOGY INFRASTRUCTURE LIBRARY)

From: 'Executive Briefing: The Benefits of ITIL', OGC White Paper, Maggie Kneller, Sept. 2010, [http://www.best-management-practice.com/gempdf/ogc_executive_briefing_benefits_of_itil.pdf]

ITIL – GLOBAL BEST-PRACTICE IT SERVICE MANAGEMENT

ITIL is the most widely adopted guidance for IT service management worldwide. It is non-proprietary best practice that can be adapted for use in all business and organizational environments.

ITIL was created by experts who incorporated the learning experiences and practices of leading organizations, 'best-in-class' practitioners and IT service providers from around the world. Since its introduction in the early 1990s, ITIL has proved itself through the positive impact it has brought to businesses that adopt its practices.

ITIL provides an extensive body of knowledge, capabilities and skills. It is accessible through publications, training, qualifications and support tools, and is available in many languages.

ITIL's value proposition centers on the IT service provider (internal IT or external supplier) understanding a customer's business objectives and priorities, and the role that IT services play in enabling these objectives to be met. ITIL adopts a 'lifecycle' approach to IT services, focusing on practices for service strategy, service design, service transition, service operation and continual service improvement:

- **Service strategy:** collaboration between business strategists and IT to develop IT service strategies that support the business strategy
- **Service design:** designing the overarching IT architecture and each IT service to meet customers' business objectives by being both **fit for purpose** and **fit for use**
- **Service transition:** managing and controlling changes into the live IT operational environment, including the development and transition of new or changed IT services



- **Service operation:** delivering and supporting operational IT services in such a way that they meet business needs and expectations and deliver forecasted business benefits
- **Continual service improvement:** learning from experience and adopting an approach which ensures continual improvement of IT services.

THE BENEFITS OF ADOPTING ITIL

From a business perspective, the adoption of ITIL practices by IT service providers – whether in-house providers or external suppliers – ensures many benefits, including:

- IT services which align better with business priorities and objectives, meaning that the business achieves more in terms of its strategic objectives
- Known and manageable IT costs, ensuring the business better plans its finances
- Increased business productivity, efficiency and effectiveness, because IT services are more reliable and work better for the business users
- Financial savings from improved resource management and reduced rework
- More effective change management, enabling the business to keep pace with change and drive business change to its advantage
- Improved user and customer satisfaction with IT
- Improved end-customer perception and brand image