

# *Statewide Strategic Information Technology Plan 2017 – 2021*

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*“Aligning the Enterprise”*



January, 2017

**Final - Version**

## Table of Contents

1. Executive Summary.....	2
2. Plan Overview.....	3
3. Department of Information Technology.....	3
3.1 Department of Information Technology Organization .....	3
3.2 Accomplishments.....	4
3.3 State of NH High Level Strategic View .....	5
3.4 Mission .....	5
3.5 Vision.....	5
3.6 Strategic Themes.....	5
Figure 1: Strategic Themes (Benefits and Anticipated Results) .....	6
3.6.1 Enterprise Partnership .....	7
3.6.2 Customer Satisfaction .....	7
3.6.3 Performance.....	7
3.6.4 Effective Resource Management.....	8
3.6.5 Cyber security.....	9
3.7 Objectives.....	9
Figure 2: Strategic Themes and Objectives .....	9
3.7.1 Increase Enterprise Alignment.....	12
Figure 3: Enterprise Alignment Process .....	12
3.7.2 Mature Governance .....	13
Figure 4: Governance Maturity – Aspects of success.....	13
3.7.3 Enhance Citizen Services .....	14
3.7.4 Improve Customer Communications .....	14
3.7.5 Promote Continuous Improvement.....	15
3.7.6 Employee Development.....	16
3.7.7 Invest in Talent Management .....	17
3.7.8 Promote Financial Transparency .....	17
3.7.9 Evolve a Cloud Computing Strategy and Support Model.....	18
3.7.10 Improve the State’s Security Posture .....	18
4. Key Initiatives .....	19

## 1. Executive Summary



*“Aligning the enterprise means working in partnership to better utilize our limited resources”*

*Denis Goulet – Commissioner,  
Department of Information  
Technology*

The use of information technology (IT) is a critical factor in all aspects of Government. Businesses and citizens routinely interact with state agencies and expect systems they use to be compatible with current technologies, efficient, cost effective, convenient and easy to use. There is an expectation that citizen information will be securely managed and

protected in a world where “cybersecurity” is becoming a household concern. States are striving to improve citizen services, enhance security posture, and promote enterprise efficiencies by adopting new methodologies, technologies, and creative means to meet the needs of citizens and business partners. There is a constant challenge to “do more with less”. IT organizations previously targeted for operational support functions are now being asked to provide a new level of leadership on critical business initiatives.

States are looking for ways to reduce costs and use cloud based solutions to provide enhanced services to their citizens in areas where scalable and flexible solutions are required to accommodate a rapidly changing environment where mobile devices and social media now make it possible to instantly communicate in new ways every day.

Data is being created and stored at an exponential rate. The need to increase data storage and backup capacity grows each year. IT organizations are exploring ways to address this explosion of data and the ability to utilize it to improve analytical capacity. This activity is termed “big data”. Big data projects are becoming more common as organizations gather large amounts of data while attempting to change this data into information that can be used to improve decision making and create operational efficiencies.

State agencies serve the citizens of New Hampshire in a way that few single organizations can. They protect public health, provide services to our most vulnerable citizens, provide public safety protection, fix our bridges and repair our roads, mobilize to protect the public during critical events and times of crisis, monitor the financial and insurance landscape, provide citizens with employment security support services, protect and monitor the environment and natural resources, ensure proper licensing is in place for various professional services, monitor and protect our wildlife and provide retail services through the use of information technology and many other services that help make New Hampshire such an extraordinary state.

As technology needs grow to perform this vast array of services, the requests for technology projects also grow. Limited financial and human resources are available to plan, initiate, manage and deliver solutions

to meet New Hampshire's needs. One of the keys to help resolve this issue is by **"Aligning the Enterprise"** to better position the state to utilize resources by promoting collaborative planning methods for IT projects. By working together, it makes it possible to properly define strategic plans, prioritize projects, eliminate duplication of effort and pool resources to improve project management and utilize consistent standards.

## 2. Plan Overview

The purpose of this strategic plan is to report on how the state is addressing today's technology challenges and what is being planned to meet current and future needs.

This plan will provide a brief outline on the Department of information technology (DoIT) organization, provide information on accomplishments over the past biennium, outline current priority projects in progress and summarize future strategic efforts.

It will provide the new mission and vision statement(s) for (DoIT) which emphasize a commitment to serve New Hampshire citizens, provide technology leadership, promote partnerships, be fiscally responsible and promote transparency while being a major contributor toward innovation and efficiency. It will also outline the strategic themes, objectives and initiatives that will be targeted in the next biennium.

## 3. Department of Information Technology

### 3.1 Department of Information Technology Organization

The Department of Information Technology (DoIT) is a centralized organization that works with all executive branch agencies to manage the state's technology infrastructure, products, applications and procurement processes in a consistent, secure and cost-effective manner. DoIT also manages statewide telecommunications architecture and service functions. DoIT and its full responsibilities are outlined in RSA 21-R. Its budget is defined on a biennial basis by working with each individual agency to address unique needs (via a direct chargeback method) as well as enterprise needs and services that would benefit all agencies (via shared services chargeback methods). In addition, a small amount of funds are allocated directly to support small agencies while the telecommunications infrastructure and associated support are maintained through the use of a revolving fund that allows this program to define fixed rates to fund ongoing operations and charge agencies for extra services when needed.

For a list of services provided by DoIT please see the Appendices. This list will be updated as services are adapted to meet New Hampshire needs.

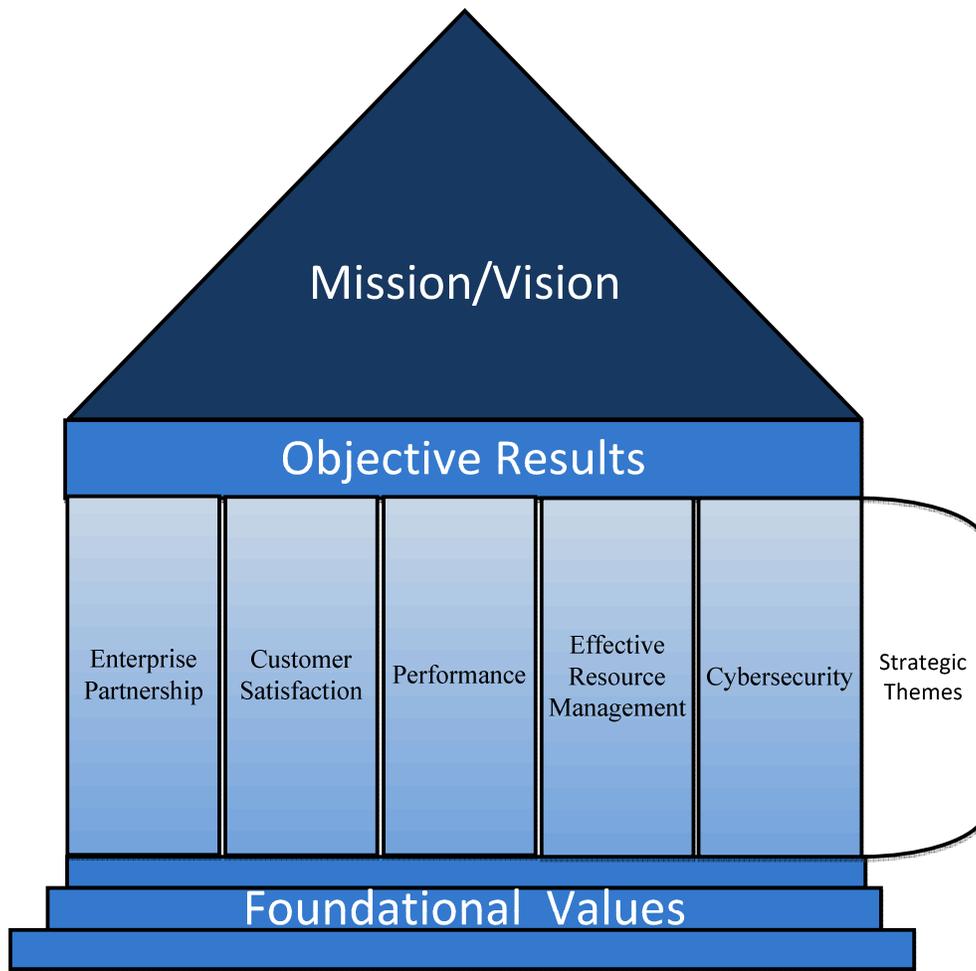
## 3.2 Accomplishments

During the last biennium, the use of information technology assisted state agencies to serve New Hampshire citizens. Efforts have progressed to migrate away from old or unsupported technologies, unify disparate systems, strengthen application and infrastructure security, plan for enterprise solutions, rollout new services such as voice over IP (VoIP), upgrade and replace essential infrastructure and user equipment to enhance productivity, and secure data exchanges with third-party partners. Existing operational systems have also been maintained and enhanced to meet program needs.

Priority projects are currently progressing that will extend on previous accomplishments and expand technology usage that will cause paradigm shifts in how New Hampshire does business. Good example(s) of this would be future evaluation on the use of cloud services, computing needs for mobile workers, and enterprise collaboration efforts. Also, as the FY 2018-2019 budget season progresses, several initiatives have been requested that have the potential to improve standards and governance on Geographic Information System (GIS) initiatives, consolidate resource scheduling capabilities, modify state workflows and document management, improve performance, transparency and efficiency through the use of balanced scorecards, and continue to strengthen the state cybersecurity posture.

Please see the Appendices for ongoing accomplishment updates.

### 3.3 State of NH High Level Strategic View



#### 3.4 Mission

In service to the citizens of New Hampshire, the Department of Information Technology provides comprehensive technical leadership and solutions to agency partners in a secure, transparent and fiscally responsible manner.

#### 3.5 Vision

The NH Department of Information Technology (DoIT) will be recognized as a valued partner to New Hampshire and a major contributor toward innovation and efficiency efforts.

#### 3.6 Strategic Themes

Strategic themes are the high level business strategies pursued by an organization. They set the tone for what an organization deems important. Outlined in Figure 1 is the list of strategic themes

DoIT is focusing on over the next biennium in order to achieve its mission and vision which are centered on value added service, customer relationship excellence, serving New Hampshire citizens, and providing leadership to achieve improved technology use that will promote innovation and efficiency within the state of New Hampshire.

All of the strategic themes are important (and are not outlined in any specific order in the matrix below because they are all so closely aligned). However, if efforts need to be prioritized at a granular level, customer satisfaction is (priority #1) for any service organization and is critical to foster enterprise partnerships (priority #2) and to collaboratively address cybersecurity (priority #3). Managing performance (priority #4) and effective resource management (priority #5) would closely follow.

**Figure 1: Strategic Themes (Benefits and Anticipated Results)**

Figure 1: Strategic Themes Summary		
Strategic Themes	Summary Explanation	Benefits
Enterprise Partnership	Create and foster partnerships with agencies, vendors, and other third parties to promote Enterprise efforts.	<ul style="list-style-type: none"> <li>• Improve collaboration</li> <li>• Align common goals</li> <li>• Promote transparency</li> <li>• Improve funding and resource coordination</li> <li>• Improve project prioritization</li> <li>• Consolidate efforts</li> <li>• Promote a positive organizational culture</li> </ul>
Customer Satisfaction	Focus on efforts to enhance the customer experience through service oriented excellence.	<ul style="list-style-type: none"> <li>• Enhance NH citizen experiences</li> <li>• Improve customer communications</li> <li>• Align customer expectations</li> </ul>
Performance	Focus on continually improving the quality of systems and existing processes to make them more efficient.	<ul style="list-style-type: none"> <li>• Improve productivity</li> <li>• Continuous improvement</li> <li>• Improve process tracking</li> <li>• Reduce/avoid costs</li> <li>• Improve system stability</li> </ul>
Effective Resource Management	Focus on managing financial resources, staffing and utilize existing systems resources as efficiently and effectively as possible	<ul style="list-style-type: none"> <li>• Improve financial tracking</li> <li>• Improve the environment in which employees work</li> <li>• Improve efforts to hire and retain qualified staff</li> <li>• Improve system and infrastructure management (through cloud utilization analysis)</li> </ul>
Cybersecurity	Focus on critical security efforts to protect citizen data and prevent system interruptions or	<ul style="list-style-type: none"> <li>• Enhance protection of citizen data</li> <li>• Promote security awareness throughout state agencies</li> </ul>

	data loss due to malicious activity targeted at the state’s applications or infrastructure.	<ul style="list-style-type: none"> <li>• Reduce potential security risks that could impact critical programs and citizen services</li> </ul>
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Outlined below is a detailed description of each theme which outlines their importance for the DoIT and all executive branch agencies.

**3.6.1 Enterprise Partnership**

DoIT is a centralized organization that supports the needs of thirty plus partner agencies, competing priorities, requests for similar projects, and unanticipated project needs often arise. To promote improved governance, and to better utilize budgeted funds, it is important that state agencies work with their centralized information technology partner to define solutions that can be utilized across the state. Enterprise planning and partnerships allow resources (both financial and human) to focus on initiatives that have a broader impact while expending less effort and optimizing funding. This theme is being focused on heavily as agencies submit requests for new and improved systems as well as requests for major enhancements on existing systems. Every new effort is considered an opportunity for better aligning resources ((people, funds), systems and processes) with enterprise strategies and objectives.

**3.6.2 Customer Satisfaction**

The value information technology provides is largely related to the satisfaction of its business customers due to the improvements that planned and well executed technology delivery can provide. Good communication promotes positive results and ensures understanding of the services provided and their value. Satisfaction is achieved when consumer needs are met and services are provided in a manner that exceeds expectations. Customer satisfaction is crucial to the success of any service oriented organization and is a key strategic theme over the next biennium and a major focus area from both a New Hampshire citizen and agency perspective.

**3.6.3 Performance**

Improving how quickly and effectively services can be provided to customers is essential. The LEAN methodology makes processes more efficient by reviewing them step by step with appropriate subject matter experts to focus on eliminating wasted activity. LEAN thinking is being embraced and promoted. New Hampshire citizens and state personnel provide excellent feedback on suggestions for improving services and existing practices. In some cases, current

ways of performing various activities may have been defined by laws or policy that existed at the time. As federal or state law or administrative policies change, it is often practical to evaluate existing methods (and associated laws) to ensure they still function as intended.

Technology advances very quickly and products that once served the state well may no longer be the best tools to use. Employing better tools may provide enough improvement and return on investment to validate replacement efforts.

Performance measurement will include analysis into new paradigm shifts such as the use of cloud computing (both internal and external) when appropriate to provide improved productivity and flexibility from an infrastructure, platform, application and financial perspective.

#### **3.6.4 Effective Resource Management**

As a premier employer, the state is responsible for providing an environment where it's most valuable resources (its employees) can be productive and creative in a manner that best serves the citizens of New Hampshire and all state agencies. This includes maintaining and promoting a positive, constantly evolving and learning work environment and ensuring that new additions to staff are properly assessed as qualified to perform critical job duties.

Transparency is promoted to foster understanding on how much projects and services cost to evaluate where expenses can be reduced or avoided. Financial transparency provides the ability to plan for both short-term and long-term expenditures on projects and initiatives before they are undertaken to prevent disruptions due to lack of financial planning. For example, if a project is initiated it should be clear that funds have been allocated to not just launch the project, but to also manage it once it is operational for the estimated life of the system.

In addition, cloud computing has introduced varied ways that resources can be used and managed. Applications and architecture can be hosted onsite or remotely and each project will be different based on business, security, legal and compliance requirements that will need to be evaluated to determine which model(s) best serve the needs of the state.

### 3.6.5 Cybersecurity

Security is a topic that is in the top five (from a priority perspective) for every state organization. A sharp increase in attacks on both public and private organizations over the past several years and an unprecedented number of data breaches has elevated cybersecurity as a critical necessity. This is an effort which adds to the overall budget, headcount and expenses associated with all systems and infrastructure upgrades. Careful analysis of the type of data being protected and the level of protection needed helps to keep costs manageable while still meeting the increasing needs of protecting critical citizen data.

### 3.7 Objectives

Objectives are the main activities that help an organization meet its mission and vision statements and are directly aligned with strategic themes. See Figure 2 for a summary of objectives that are aligned with New Hampshire’s strategic IT themes.

**Figure 2: Strategic Themes and Objectives**

Figure 2: Strategic Themes/Objectives		
Strategic Themes	Objective	Objective Description
Enterprise Partnership	Increase Enterprise Alignment	Work with agency partners to align resources where possible to utilize staffing, technology and financial resources efficiently. There may be similar needs across agencies (for example: geographic information system (GIS), document management, scheduling, disaster recovery, licensing renewals and forms utilization). Enterprise efforts require excellent communication, coordination and collaboration among all involved.
	Mature Governance	Work with agency partners to define standard governance processes that can be used by all state agencies to improve the way the state does business. This will be done by defining roadmaps regarding standards for applications and architecture, as well as policy and procedures that are complemented with qualified staff to improve responsiveness and ownership of critical state practices.
Customer Satisfaction	Enhance Citizen Services	Work on projects that improve services to New Hampshire citizens by providing updated or new mechanisms to acquire needed services (for example: automated form submission, renewal of licenses, performing standard registration activities, or simply updating websites to

Figure 2: Strategic Themes/Objectives

Strategic Themes	Objective	Objective Description
		provide easier or more consistent and transparent access to the public.)
	Improve Customer Communications	Promote activity and efforts that improve communications with agency partners, such as participation in critical planning sessions, providing leadership on technology matters and guidance on future procurements. This also includes efforts to provide education for agencies on the value DoIT provides and the services available.
Performance	Promote Continuous Improvement	Promote practices and projects that will improve existing processes and systems. This includes adding measurable performance expectations where appropriate and strengthening existing performance measures. Incremental methodologies (where applications are designed, developed and implemented in smaller achievable increments) will be leveraged to improve on the delivery of achievable and timely solutions.
Effective Resource Management	Employee Development	Initiate and manage training programs that will develop employee skills and match those skills to specific projects or activities within agencies that will benefit the organization and best utilize staff expertise.
	Invest in talent Management	<p>Given the challenges the state is facing regarding current retirement statistics (i.e. estimated that 40% of state employees could retire within the next 3-5 years) it is vital to plan for the following:</p> <ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Recruitment and performance management</li> <li>• Training and</li> <li>• Other talent management programs</li> </ul> <p>These activities must be initiated to continue to recruit and retain skilled resources that can help the state meet its responsibilities to serve New Hampshire citizens. This will be done by identifying future skills that will be needed to meet business needs and aligning them with staff recruitment efforts.</p>

Figure 2: Strategic Themes/Objectives

Strategic Themes	Objective	Objective Description
	Promote Financial Transparency	Work towards supporting efforts to provide enhanced financial transparency on state projects to promote learning, improve project management, and better utilize financial resources.
	Evolve a Cloud Computing Strategy and Support Model	<p>Cloud computing (under the right circumstances) can be a beneficial model for managing applications, infrastructure and platforms cost effectively, securely, and efficiently.</p> <p>Efforts will be targeted to evolve and mature the analysis process that will be used to gauge when applications, infrastructure, or platforms should be managed in a cloud environment and under what management and contracting model(s).</p>
Cybersecurity	Improve the State’s Security Posture	Instantiate security controls in all technical projects (both applications and infrastructure) and provide training to educate all data stakeholders.

The intent is to work on state initiatives that help promote the objectives outlined above to focus resources on priority efforts that are in alignment with state strategy. It is understood that there may be the need to work on projects that are not in alignment with state strategy due to unplanned changes such as laws and regulations. These projects will need to be evaluated as they arise to determine priority shifts and reorganization of work efforts in progress.

### 3.7.1 Increase Enterprise Alignment



*“Enterprise partnerships better leverage the state’s resources and result in more effective service delivery.”*

*Vicki Quiram –  
Commissioner, Department  
of Administrative Services*

To align with enterprise strategy it is necessary to evaluate projects early during planning stages. All efforts require prioritization based on state strategic objectives to ensure the proper utilization of resources. The overall process determines agency alignments and partnerships depending on

the type of project(s) being requested. For example, if agencies have specific needs and enterprise solutions currently exist, an analysis of the needs compared to the existing solution will be performed.

In cases where an enterprise solution may not already exist, DoIT works with partner agencies to promote collaboration and support joint enterprise development and deployment efforts where appropriate. In some cases, agencies may require unique solutions. The “one size fits all” solution is not always the best answer. However, the intent of enterprise alignment is to use consistent and standard solutions when possible to reduce administrative overhead and control costs.

**Figure 3: Enterprise Alignment Process (Projects)**



### 3.7.2 Mature Governance

Dictionary.com outlines the word “Governance” as “the structure, oversight and management processes which ensure the delivery of the expected benefits of IT in a controlled way to help enhance the long term sustainable success of the enterprise.” In order to mature governance, existing ways of doing work are reviewed and evaluated to determine where improvements can be incorporated into everyday tasks.

**Figure 4: Governance Maturity – Aspects of success**



The services that are performed and the processes associated with providing those services must be monitored consistently based on changing organizational structure, federal and state laws or regulations and environmental changes.

Governance is linked to the culture of an organization, the accountability and integrity of staff and ability to provide sustainable value. Maturing governance is a prime objective toward improving partnerships by adapting organizational culture and practices to better align with agency business needs.

### 3.7.3 Enhance Citizen Services

New Hampshire citizens and business organizations use modern technology to access state websites and various applications to conduct their business. They expect applications to be easy to use and available through current forms of access, including standard websites, portals, or specially designed apps for mobile devices. Citizens expect the state to utilize current forms of social media and also provide access that is compatible with today's modern devices. In order to provide these services, projects that provide these enhancements must be supported, funded and appropriately prioritized.

### 3.7.4 Improve Customer Communications



*“Only when IT and the business work together can you truly maximize the value of any IT solution.”*

*Victoria Sheehan –  
Commissioner, Department  
of Transportation*

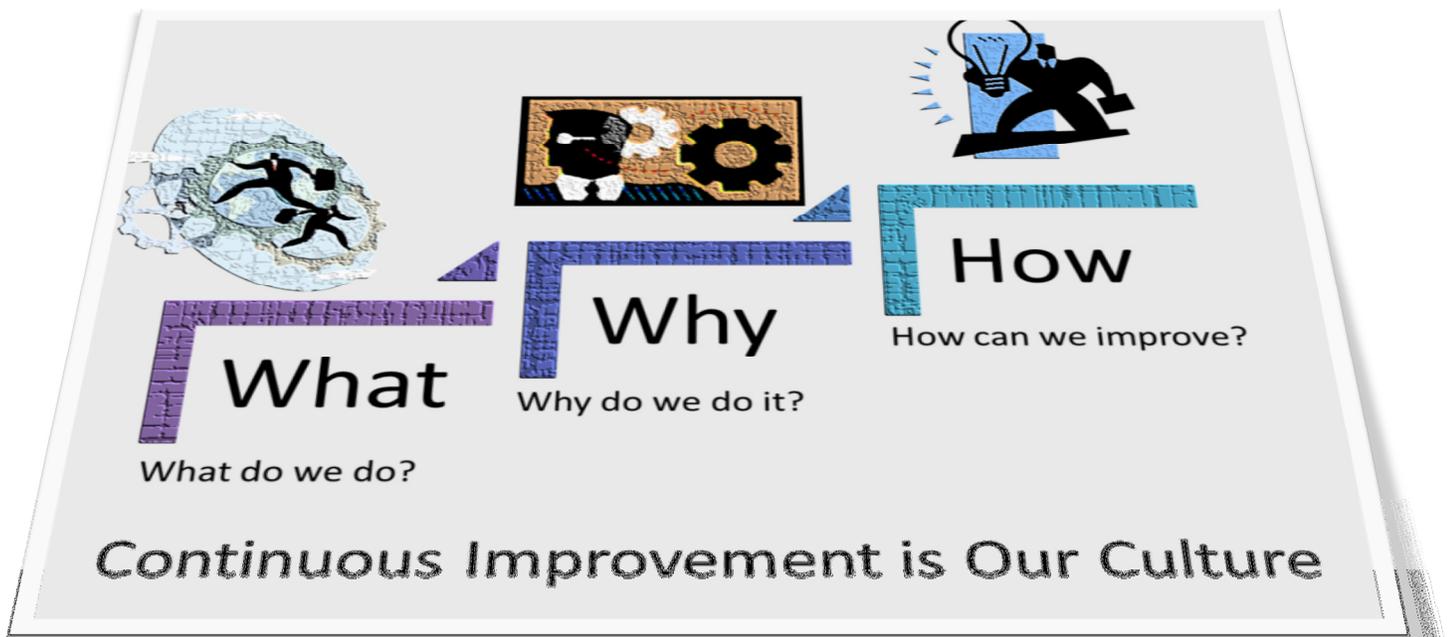
The best type of customer is an “informed customer.” Informed customers know what they want and how to ask for it. They have high expectations and are actively involved in planning, and all aspects of efforts because they know their feedback, experience, participation and ownership are needed to ensure success.

DoIT will continue to work to inform its customers of: existing standards, technology trends, budget and resource availability, the status of major state and agency initiatives and clarifications and explanations on services provided as part of a regular communications program to promote customer satisfaction.

Understanding state direction on technology trends and products and knowing when and how to employ them, is not an easy task. This is a challenge that cannot be undertaken alone by either an IT organization or a business area. By working together and doing up-front planning, IT can better prepare to meet organizational needs and customers will understand options available to move efforts forward to meet strategic goals. Environmental conditions may not always be ideal given constraints (i.e. lack of staff, funding, etc.), but positive and supportive communication on needs, risks, and options promotes improved decision making abilities and satisfied customers.

### 3.7.5 Promote Continuous Improvement

Striving for continuous improvement is part of an organization's culture. New Hampshire staff at all levels must ask the questions "What do we do?", "Why do we do it?" and "How can we improve?" If you are not improving then you are falling behind. This is a reality in today's fast paced environment. New Hampshire is evaluating new technologies and strategic programs and projects that advance efforts to improve performance.



### 3.7.6 Employee Development

Priority projects require the allocation of trained and skilled staff. The state cares about its employees and wants them to be productive and dedicated to providing value added services to New Hampshire.



Having a strong workforce that is strategically in-line with business needs and driven to excellence requires development, mentoring, and the support of a culture that promotes foundational values of positive communication, honesty, integrity, and critical thinking. New Hampshire is focusing on employee development as an objective that will be used to elevate its employees by providing the skills they need to succeed and effectively support projects and New Hampshire citizens.

### 3.7.7 Invest in Talent Management

The state is facing a retirement crisis. As long term state employees retire, they are taking decades of experience and institutional knowledge that is specific to the state environment with them. It is an objective of the state to invest in talent management approaches, to perform succession planning and to recruit skilled staff. Failing to plan for this occurrence will impact future operations and new projects that will be unable to progress due to staffing and knowledge constraints.

### 3.7.8 Promote Financial Transparency



*“Transparency promotes trust and aligns teams to achieve common goals.”*

*John Beardmore –  
Commissioner, Department  
of Revenue*

As projects are initiated, prudent financial planning and management is needed. Ensuring that funding is agreed upon in the early stages of an effort helps to enforce transparency so the initial outlay of funds will be clearly defined and any funding required to maintain ongoing operations is accurately and properly outlined. Failure to think strategically as planning is

done on the many projects being undertaken by the state could result in failure due to inadequate all-inclusive upfront transparency on the financial roadmap for each project.

A good example of this is the usage and allocation of grants. Grant money is often allocated for a short term project for a specific purpose and with limitations on use and the duration in which it can be spent. Failure to plan on; (1) how funding would continue without grant monies, (2) what the impact would be if funds can only be used on a small scope and (3) what could have been done to impact the entire organization or enterprise (instead of focusing on a very limited scope grant) could lead to efforts that may yield minimal localized results as opposed to using the resources to support broader, more productive activities.

Financial transparency is a NH objective to enhance the management of resources and inform organizational stakeholders on the true costs of efforts by looking at them holistically across the organization.

### 3.7.9 Evolve a Cloud Computing Strategy and Support Model

There are benefits to utilizing cloud technologies from a cost, risk management and efficiency perspective. However, there are different variations and complexities associated with the many types of services that are available. Determining what type of cloud services can and/or should be used on given types of projects requires sound strategy and consistent policy and procedures supported by a comprehensive governance model. The state of New Hampshire currently has a number of applications and services that are cloud based (both internal private and externally hosted) that use various management models. The concept is not new for New Hampshire, but given the rapidly changing environment and expansion of these services in the market, combined with an increased need for strong security, expanded data management access/manipulation and vendor strategic direction, this type of sourcing model must be evaluated and utilized on a project by project basis (where appropriate).

### 3.7.10 Improve the State's Security Posture



*“Cybersecurity is a real threat that must be addressed by pro-actively training staff and strengthening security posture and response capabilities.”*

*Perry Plummer – Director,  
Homeland Security and  
Emergency Management*

New Hampshire is focusing on projects that promote the protection of both citizen, as well as agency data. This includes education on data stewardship, secure access mechanisms, and the incorporation of security safeguards within contracts, applications and infrastructure

development. Every IT project requires that cybersecurity be a mandatory component. Standards, tools, and processes are being strengthened where appropriate to adequately protect data.

## 4. Key Initiatives

Several key initiatives will impact the state over the next biennium as these efforts are completed or initially launched. Outlined below is a summary of some of the critical initiatives currently in progress or being planned (as examples).

Figure 3: Key Initiatives		
Strategic Themes	Objective	Key Initiatives
Enterprise Partnership	Increase Enterprise Alignment	<ul style="list-style-type: none"> <li>Geographic Information System (GIS) standardization (tools, methods, platform usage)</li> <li>Document and Workflow management project</li> <li>Statewide resource scheduling system</li> </ul>
	Mature Governance	<ul style="list-style-type: none"> <li>Project Collaboration Initiative</li> <li>Project Management Office usage assessment</li> </ul>
Customer Satisfaction	Enhance Citizen Services	<ul style="list-style-type: none"> <li>Statewide Online forms (all agencies)</li> <li>Division of Motor Vehicle Vision Project (New DMV system)</li> <li>Liquor Commission POS (Point of Sale) system upgrade and modernization</li> <li>Eligibility System enhancement project</li> </ul>
	Improve Customer Communications	<ul style="list-style-type: none"> <li>Email consolidation</li> <li>Voice system consolidation/standardization</li> </ul>
Performance	Promote Continuous Improvement	<ul style="list-style-type: none"> <li>Balanced Scorecard (performance metrics)</li> <li>Tools evaluation and consolidation analysis</li> </ul>
Effective Resource Management	Employee Development	<ul style="list-style-type: none"> <li>Statewide e-learning platform</li> <li>Performance management initiative</li> <li>Targeted training initiative</li> </ul>
	Invest in talent Management	<ul style="list-style-type: none"> <li>Job classifications/ organizational need analysis</li> <li>Outreach effort (market the value and importance of state service)</li> <li>Recruiting technique modernization and funding assessment</li> </ul>
	Promote Financial Transparency	<ul style="list-style-type: none"> <li>Standardized project governance initiative</li> <li>IT budget transparency assessment</li> </ul>
	Evolve a Cloud Computing Strategy and Support Model	<ul style="list-style-type: none"> <li>Cloud services assessment and support initiative</li> </ul>
Cybersecurity	Improve the state's Security Posture	<ul style="list-style-type: none"> <li>Statewide Cybersecurity training project(all agencies)</li> <li>Cybersecurity Integration Center (NHIC) Program</li> <li>Security threat assessment initiative ( consistently monitor and adapt to new or existing threats)</li> </ul>

Appendices will be updated and made available based on changing state of New Hampshire needs. Note: initiatives that will be requested during the standard budget process cannot move forward until budgeted funds are approved.

References:

The definition of information technology governance. (n.d.). Retrieved October 10, 2016, from <http://www.dictionary.com/browse/information-technology-governance>