Information Technology Steering Committee (ITSC)
established for the State of Hawai`i per HRS §27-43(b)

Meeting Minutes
Wednesday, October 3, 2018, 1:30 p.m.
235 S. Beretania Street, Room 1403, Honolulu, Hawai`i

DRAFT

Members Present:
Todd Nacapuy, Chair, Office of Enterprise Technology Services (ETS), State of Hawai`i
Jared Kuroiwa, KHON2
Aryn Nakaoka, Tri-net Solutions
Michael Nishida, First Hawaiian Bank
Christine Sakuda, Transform Hawai`i Government
Kevin Thornton, Judiciary, State of Hawai`i
Garret Yoshimi, University of Hawai`i

Members Excused:
Benjamin Ancheta, `Ekahi Health System
Kelly Taguchi, Spectrum
Representative Kyle Yamashita, Hawai`i State Legislature
Marcus Yano, SystemMetrics Corporation

Other Attendees:
Valri Kunimoto, Deputy Attorney General, State of Hawai`i
Todd Omura, ETS
Michael Otsuji, ETS
Vincent Hoang, ETS
Caroline Julian-Freitas, ETS
Al Bonilla, ETS
David Keane, Department of Human Resource Development, State of Hawai`i
Jerome Koehler, Hawai`i Information Consortium
Janet Pick, Hawai`i Information Consortium
Doug Murdock, Department of Human Services, State of Hawai`i
Danny Cup Choy, Hawai`i Public Policy Advocates
Mark Choi, Department of Taxation, State of Hawai`i
Rona Suzuki, Department of Taxation, State of Hawai`i
Riley Fujisaki, House Committee on Finance
Julie Yang, House Committee on Finance
Jennifer Halaszyn, Department of Accounting and General Services, State of Hawai`i
Leila Kagawa, Department of Accounting and General Services, State of Hawai`i
Kristina Donovan, Teksystems
Ashley Bovey, Teksystems
Keith DeMello, Anthology, Transform Hawai`i Government
Peter L. Fritz, Member of the Public
Christina Uyeno, Hawai`i Interpreting Services
Sarah Di Bella, Hawai`i Interpreting Services
Leslie Mullens, Playbook Consulting Group, Facilitator

I. **Call to Order**
Quorum was established, and Chair Nacapuy called the meeting to order at 1:30 p.m.

II. **Review and Approval of July 27, 2018 Meeting Minutes**
Chair Nacapuy called for a motion to approve the minutes of the previous meeting.
A motion was made by Member Nakaoka and seconded by Member Sakuda. The motion carried by unanimous vote.

III. **Public Testimony on Agenda Items**
Peter Fritz expressed concern about pdf accessibility of some State agencies. He sent a letter to ETS regarding this manner. Chair Nacapuy acknowledged that the letter was received and asked if Mr. Fritz would like a formal written response to this letter. Mr. Fritz replied that he would, however there may not be a need because the topic would be up for discussion at a meeting on Friday. Chair Nacapuy said they will file an official response.

IV. **Enterprise Project Status Updates**

A. Department of Taxation's (DoTAX) Tax System Modernization (TSM)

Rona Suzuki, TSM Project Manager, presented an update on the online tax services project status. Member Sakuda asked how the Road Map financial data is updated, and Mark Choi responded that the data is updated upon completion of deliverables or milestones. Member Thornton asked if 4 phases of the project are covered by the current data, and Ms. Suzuki replied that the current data covers 5 phases. Member Sakuda asked about maintenance and operations. Mark Choi said that information will be added to the Warranty phases to come later. Ms. Suzuki noted that DoTAX is planning for updates to the equipment, which are not part of the original budget. Member Yoshimi asked for confirmation that ETS reviews both contracts and RFP preparation. Chair Nacapuy affirmed that is the case. Member Nishida asked DoTAX if ETS is giving them enough support. Ms. Suzuki said the relationship with ETS has improved. Member Thornton asked if the Cloud First policy applies here. Mark Choi said they are not ready to take on the move to the cloud. The CIO noted that this project was started prior to the cloud policy being in effect.

B. Department of Human Services' (DHS) Kauhale On-Line Eligibility Assistance (KOLEA)

Doug Murdock, DHS Enterprise Officer, presented an overview of the Ohana Nui enterprise platform, of which KOLEA is one component. In 2010, the Affordable Care Act required electronic interface for DHS services. KOLEA, for the Medicaid system, was activated in October 2013 and is currently in maintenance and operations phase. The next two systems to be implemented are the Benefits Eligibility Solution (BES), which is in its design phase, and the Social Services Division (SSD) programs,

for child and adult welfare services, is in the request for proposal phase. A roadblock DHS is facing is that the original strategy was developed in 2010 and DHS is working towards finding ways to update the technology.

Member Sakuda asked if the project is mostly federally funded. Mr. Murdock replied that the platform build was 90% federal, 10% state funding. Mr. Fritz asked about requirements. Chair Nacapuy said DHS is investigating a cloud strategy as well as other modernization. He and Mr. Murdock noted that DHS actions often require prior federal approval. Member Sakuda asked if the Sharp Cloud dashboard, for example the SSD IT project data, are kept updated. DHS has a lot to do to keep the data updated due to the amount of large projects, the expansiveness of the platform, and the juggling of legacy systems. Member Nishida asked the CIO if the DHS projects are subject to independent verification and validation (IV&V) auditing. The CIO described the IV&V process and said reports are completed monthly and posted to the ETS website. Member Yoshimi noted the number of legacy systems and platforms with split sponsors and asked if it would be possible to converge the infrastructure into a common platform. Mr. Murdock replied that merging at the database level would be unlikely, but integration may be possible on an enterprise service bus.

C. Department of Accounting and General Services' (DAGS) Payroll and Time and Attendance Modernization (HawaiiPay) – Payroll Phase

Leila Kagawa, Program Manager, gave an overview of the HawaiiPay project, which involves every State agency employee, including the legislature, judiciary, and OHA. The contract was executed in November 2016 and divided into three phases. The first two phases are completed, and the third phase, with DOE and UH, is scheduled for deployment in December 2018. Phase three is in parallel testing, ensuring the old system and new system results are identical. The CIO noted that due to numerous circumstances, the third phase was pushed back from its original October deployment date, which added costs, but the CIO felt it was necessary to get it right. Member Nishida asked if "post mortems" are done at the end of projects, if projected goals were met or for lessons learned. Chair Nacapuy replied that lessons learned are constantly applied throughout projects, and he has no doubt that return on investment has been and will be further achieved. Project Manager, Jennifer Halaszyn, reviewed the testing process and modifications that were done to meet accessibility needs. Member Sakuda asked about the Time and Attendance phase. Ms. Kagawa said that phase would commence at the conclusion of the payroll phase, in Spring 2019 at the earliest. State executives are still planning how the phase would be implemented due to there being 17 different leave systems throughout the state government.

V. **State Information Technology Strategic Plan – ITSC Stakeholder Feedback**
   Per HCR 94, ITSC is requested to submit a State Information Technology Strategic Plan ("the plan") to the Hawaii State Legislature prior to its 2019 regular session.

The Strategic Plan facilitator, Leslie Mullens, reviewed a revised engagement planner, and explained the need for an added ITSC meeting on October 26, 2018 due to the cancelled August meetings, and to ensure that the ITSC is fully engaged in the Strategic Plan development process. The feedback from today and October 26th meetings will determine the path of the subsequent planning workshops. ITSC will meet again in November for final feedback and a plan will be presented for ITSC approval in December.

A. The key takeaways from the stakeholder meeting on July 27, 2018 were reviewed.

The Chair Nacapuy asked if the ITSC agrees with the feedback. What should be the big goals. Member Sakuda asked how to get to a strategy. Member Yoshimi asked if the assumption is that the governing principles are based on the governor's platform. Chair Nacapuy stated the plan should not be operational but top level vision goals, and should be revisited every few years. Member Yoshimi asked if the intention is to aim for the broadest goals. Chair Nacapuy replied that is up to the ITSC to decide.

B. The draft guiding principles, purpose, and vision and draft covenants were reviewed.

Member Yoshimi noted there was an objective several years ago to create jobs in the industry. IT job growth is zero. A better approach may be about building a workforce pool, an IT skills base important to the job. IT touches everything; every job is an IT job, therefore it's important to build the infrastructure across the state. Member Nishida wants to know what is the outcome of all this and the statement ETS is seeking. Member Thornton thinks ETS should focus on support the business of government, public services, and businesses. Chair Nacapuy sees that ETS has an opportunity for innovation that can be transformative rather than only focusing on traditional services. Member Thornton believes that setting the standards and the goal for an efficient, well-functioning system should come first, which has not yet been achieved. Member Sakuda likes the concept of an overall goal and vision; however, she is not sure if that is the intent of HCR 94, although both are important. Member Yoshimi thinks without the important vision it's hard to get to operations. Member Nishida agrees that the vision is important to get to the purpose. Chair Nacapuy pointed to the current Road Maps as addressing the operational efficiencies as noted by Member Thornton, which is different than what should be addressed here. The bigger vision or goal for the entire state should be looked at, following what the federal government has gone through. ETS wants to bring the rest of the state along; modernization of the state government will lead to modernization of the entire state of Hawaii. As the state government uses new technologies, opportunities open for commercial entities to use similar platforms and innovations. Member Thornton believes the initial statement is key and agrees with modernization. Member Nishida heard that the CIO wants to be the leader is transforming Hawaii's modernization. Member Sakuda noted the importance of getting buy-in and partnering of departments to achieve their missions, as well as with the community. Member Kuroiwa is thinking about how to reconcile vision with functional. Member Yoshimi noted that constant hurdles to execution and external partnering are built by statute. In the long term, statutory change identification are needed. In the short term, tactical

efficiencies and modernization should be the goal, but start with modernization, with efficiency as a byproduct. Member Sakuda asked about community interface. Is this part of the vision, or part of a guiding principle? Member Thornton notes that the legislature holds the cards with the budget, so at times the Judiciary is unable to obtain the same products and services as executive departments. Member Yoshimi mentioned that restrictions are tied to budget or governance. DOE and UH have separate boards, and OHA, Judiciary, and the Legislature have separate operations. Member Thornton asked if the vision should be aligned with the governor's or separate. Chair Nacapuy said the vision should be independent. Member Yoshimi noted that the ITSC purpose is to set direction beyond government administration. Member Sakuda suggested to add an element of partnership, beyond ETS, and citizen engagement is an important factor to remember. Member Nakaoka said those factors are included in modernization, and that the vision should be a specific one line statement. The next level would be tactical, including open data and online services. Member Kuroiwa suggested that a guiding principle could be "digital first", data-focused, in prioritizing how to collect, manage, and present data. Member Sakuda agreed and emphasized that data is needed to help make decisions.

C. The state standard of excellence criteria were reviewed.

Chair Nacapuy said there should be a metric for measuring how the state is moving forward, harness data and make decisions based on empirical data. A Chief Data Officer is needed, along with data governance models in place. Focus is needed on data, for transparency as well as decision-making; it's where the biggest gap exists. The essential requirements revolve around lack of an enforceable data strategy and centralization of data.

The ITSC broke into two groups to brainstorm ideas for a vision statement. *(Reference IT Steering Committee Meeting 10.3.18 Notes.)*

VI. Adjournment
Due to time constraints, the ITSC meeting was ended at this point. A motion was made by Member Thornton and seconded by Chair Nacapuy to adjourn the meeting. The meeting adjourned at 4:39 p.m.