



Information Technology Steering Committee (ITSC)

AGENDA

Thursday, July 23, 2020, 1:30 p.m.
Video Conference, Honolulu, Hawai'i

Videoconference: [Join Zoom Meeting](#)

- I. Call to Order
- II. Review and Approval of March 6, 2020 Meeting Minutes
- III. Public Testimony on Agenda Items
- IV. CIO Report
 - A. COVID-19 Initiatives
 - B. Major Enterprise Projects
 - C. Legislative Audit
- V. Hawaii Information Technology Strategic Plan
 - A. Strategic Priorities - Updates
 1. Partner for Successful Outcomes
 - a. HIP Time and Leave Deployment
 - b. FAMIS Project RFP and Funding Approval
 2. Enhance the Value of State Data
 3. Optimize Enterprise Systems
 4. Extend IT Portfolio Governance
 5. Implement Dynamic and Sustainable IT Operations
 6. Digital Workforce Development
 7. Expand Statewide Cyber Security Strategy
 - The committee may enter into an executive session per §92-5(a)(6) to consider sensitive matters related to public safety or security
 - B. Discussion of Possible Changes, Metrics
 - C. Stakeholder Engagement, Workshops
- VI. Legislative Update
 - A. Failed: SB2837/HB2281 – Relating to the Information Technology Steering Committee

IT Steering Committee

July 23, 2020

Agenda

- *Preserves the continuity of the information technology steering committee to properly administer section 27-43, Hawaii Revised Statutes, while redefining the composition of the committee*

- B. Failed: SB2836/HB220 – Relating to Access Hawaii Committee
 - *Gives agencies more flexibility and online options to provide enhanced digital services to the public in order to better serve the public and businesses.*

- C. Act 6, HB2725 HD1 SD1 – Relating to Capital Improvement Projects
 - \$17m Financial Management System included

- VII. Good of the Order
 - A. Announcements
 - Virtual HACC
 - B. Next Meeting: October 2020

- VIII. Adjournment



Information Technology Steering Committee (ITSC)

Meeting Minutes

March 6, 2020, 10:30 a.m.
1151 Punchbowl Street, Honolulu, Hawai`i
Video Conference Center

DRAFT

Members Present:

Douglas Murdock, Chair, CIO, Office of Enterprise Technology Services (ETS)
Michael Nishida, First Hawaiian Bank
Christine Sakuda, Transform Hawai`i Government
Kevin Thornton, Judiciary, State of Hawai`i
Marcus Yano, SystemMetrics Corporation
Garret Yoshimi, University of Hawai`i

Members Excused:

Senator Jarrett Keohokalole, Hawai`i State Legislature
Kelly Taguchi, Spectrum
Representative Kyle Yamashita, Hawai`i State Legislature

Other Attendees:

Candace Park, Deputy Attorney General
Todd Omura, ETS
Vincent Hoang, ETS
Todd Ogasawara, ETS
Al Bonilla, ETS
Caroline Julian-Freitas, ETS
Leila Kagawa, ETS
Larson Takenishi, ETS
Jussi Sipola, ETS
Misti Hirasa, ETS
Sonny Kekipi, ETS
Angus R. Kelly, Anthology
Daniel Liu, Google
Landon Wong, HPPA

I. Call to Order

Quorum was established and Chair Murdock called the meeting to order at 10:34 a.m.

II. Review and Approval of November 21, 2019 Meeting Minutes

Chair Murdock called for a motion to approve the minutes. A motion was made by Member Yoshimi and seconded by Member Nishida. The motion carried unanimously.

III. Public Testimony on Agenda Items

No public testimony was given.

IV. CIO Report

A. Major Enterprise Projects – Update

1. Time and Leave – The new modernized system goes live in May with the first group.

2. DOE Financial Management System (FMS) – Procurement is completed and work with the contractor is under way. Capability goal is July 1st. DOE is also working on establishing a uniform chart of accounts (UCOA).
3. EUTF health benefits system for state and county employees - The RFP process was completed, proposals were received, and vendor presentations were given. Selection is pending.
4. DOT Highways FMS – RFP release coming soon, possibly next week.
5. Other modernization projects in development: 1) Department of Labor and Industrial Relations' (DLIR) Disability Compensation Division (DCD) system and 2) Department of Commerce and Consumer Affairs' (DCCA) Professional and Vocational Licensing (PVL) system.
6. Coronavirus – The state is ramping up capabilities for employees to work at home, using Office 365, videoconferencing, and multi-factor authentication. Digital government services are becoming more available for online transactions, such as elections registration and license renewals.

B. Annual Report to the Legislature

<https://ets.hawaii.gov/wp-content/uploads/2020/01/2019-ETS-Annual-Report.pdf>

The CIO noted that the list of major projects on page 13 of the report are geared to align with the strategic plan.

Member Sakuda asked the CIO to speak about integrating the different departmental financial management systems. The CIO noted that by statute DOE and UH have authority to run their own financial management system, and all others use the DAGS FAMIS system. Departments also have their own financial systems in addition to FAMIS. The plan in replacing FAMIS is for all departments to be on the same system. At a minimum, the goal is for all departments to use the same chart of accounts. Member Sakuda asked if it gives programmatic-level visibility. CIO replied that it could be possible. Member Yano asked if there are programs to do more from a data classification. CIO described two parts to charting accounts. One side is meeting legal requirements and accounting standards, and the other side is integration codes, such as budget codes, for tracking. Member Sakuda asked if there is a timeline, and the CIO hopes to have it completed before term of the current administration ends.

The CIO noted another area of interest is the personnel costs and breakdown of spending by each of the strategic plan areas. Spending on legacy is still high, while spending on data is low. ETS has requested to the legislature a swap of positions and re-organization to match the strategic plan. Member Nishida asked if ETS is using industry standards to determine shortage areas, and the CIO replied that they were determined by need. Member Yano noted the correlation between positions and spending and thought that means there is more work than staffing available. For example, low spending in potentially transformative areas of data and workforce development tells the story. More concentration is needed in those areas, but we must “keep the lights on”.

V. Legislative Bills Pertaining to the Office of Enterprise Technology Services

Two bills, one relating to the ITSC and one relating to the Access Hawaii Committee, both passed and will cross over.

Member Sakuda suggested adding a vice chair position to the ITSC in the event that the chair is not available for a meeting to take place. Member Nishida thought it made sense, and Member Yoshimi thought it would be useful. Member Yano asked if the position should be someone designated from the ETS staff. Member Yoshimi noted another way would be to delegate as needed rather than creating a position. Member Sakuda noted that the ITSC consists of both private and public members, and it may be a good idea to have a vice chair selected from the community. Member Yano also saw the potential value in a vice chair leading more community-focused discussions. The CIO invited the members to feel free to reach out to him to discuss any matters. Chair Murdock noted that individuals or the committee could submit testimony to recommend adding a vice chair position to the ITSC.

Member Sakuda also mentioned an idea to keep ITSC membership selection at four each for the Senate and House, and simply add the DOE and UH members, which would increase the overall membership count from 11 to 13. Member Yano noted quorum would be affected but saw value in additional viewpoints of added members. CIO said they will add the suggestion to the testimony.

VI. Hawaii Information Technology Strategic Plan – Progress Reports

The statute requires ITSC review of the plan at the beginning of each biennium. The CIO feels the main elements should remain and work on the underlying elements, such as the metrics for the current cycle. Member Nishida asked if the previous CIO grading has any bearing in the plan. Member Yano recalled discussions earlier that put the grading on hold until its relevancy to the plan could be determined, and if there was value to continue. The CIO saw it as more of a to do list and is trying to get to where we have metrics on a plan and adjusting strategies. Member Yoshimi asked if there is a statutory requirement for the grading, and the CIO replied that there is none, but it was the desire of the previous CIO. Chair Murdock's preference is for a strategic plan to be measured against metrics to show progress on adoption and maturity of focus areas. ETS' ability needs to grow to support the rest of the state.

As intended in the strategic plan, team leads presented updates on their focus areas:

A. Partner for Successful Outcomes

- Enterprise Program Manager, Leila Kagawa, gave a presentation of the progress as of March 6, 2020 (see *Strategic Pillar: Partner for Successful Outcomes – Shape the partnership between government lines of business and IT by creating a standard framework to ensure successful outcomes*)
- A working group was established November 2019
- A requirements gathering workshop was hosted February 24-26, 2020, which included attendees from various state departments.

- The CIO noted governance changes from using departmental project request forms to project charters signed off by business, which lay out the intended end outcomes and could be a constant document for review. ETS is also looking at level-sizing of projects to be a part of this change (e.g., level three would be a bigger charter than level one).

B. Enhance the Value of State Data

- ETS may be close to being able to hire a Chief Data Officer soon to lead this focus area.

C. Optimize Enterprise Systems

1. The CIO noted that the biggest project in this area is the move from mainframe use to mainframe as a service (MFaaS) cloud servers. The most important systems remaining on the mainframe include three big accounting systems, child welfare, child support, unemployment insurance, and disability compensation
2. IT Service Operations Officer, Todd Ogasawara gave a status of other current initiatives for decreasing costs, streamlining, and increasing efficiencies:
 - a. Paper use reduction
 - b. Printer disaster recovery (DR)
 - c. Data center renovation for better use of space, energy efficiency, and better disaster recovery
 - d. New, improved UPS procurement
 - e. IBM Power Series platform
 - f. Government private cloud (GPC) redesign for greater flexibility and improved disaster recovery
 - g. Storage modernization
 - h. Service desk (4-5) consolidation of processes and people
 - i. ENS (emergency notification system) for notifying state employees, includes geo-fencing, individual staff notification to the system
 - j. Resilient government
 - Skype for Business move to MS Teams
 - COVID-19 response – ETS is part of HIEMA infrastructure group
3. Workshops planned focus on staff skills development: Change Management and Service Desk

Member Yoshimi asked if DR is included in MFaaS, and Mr. Ogasawara confirmed. Member Nishida asked if outsourcing of mainframe reduces staff count and if programming is still done on the mainframe. Mr. Ogasawara replied that no staff reductions are planned and shifting of positions and training will be done. Member Yano asked if the initiatives are being done with internal resources or with external partnerships. Mr. Ogasawara replied some vendors will be used in some cases.

D. Extend IT Portfolio Governance

1. Senior IT Enterprise Architect, Jussi Sipola, presented an overview of the LeanIX portfolio analysis discoveries with departments:
 - Application duplications across departments were noted most in accounting, financial reporting, budgeting systems.

Member Nishida noted that this good information on system criticalities would be important to business continuity knowledge, and the CIO agreed. Member Sakuda asked if this would replace SharpCloud, and the CIO replied that it would. Member Sakuda asked how the software applications are defined by the business services. Mr. Sipola explained that ETS works with departmental IT coordinators in monthly road map meetings. They started with applications and are trying to tie them with the projects. The hope is to be able to get data that will show value to the business side. The CIO noted that the integration of the charters into this system will help identify the business outcomes that are desired. Member Yoshimi noted the nuanced layer below the public interface that the public doesn't see but still affects the public applications is missing.

Member Thornton asked if HIC was involved in identifying applications, and Mr. Sipola replied that they are. Member Yano asked if HIC creates the definitions around the classification levels or the ETS define criteria. Mr. Sipola replied that ETS is ultimately responsible.

- E. Implement Dynamic and Sustainable IT Operations
 - Due to time constraints, this area was not discussed.
- F. Digital Workforce Development
 - Due to time constraints, this area was not discussed.
- G. Expand Statewide Cyber Security Strategy

Pursuant to HRS §92-5(a)(6) to consider sensitive matters related to public safety or security, at 11:50 a.m. a motion was made by Member Sakuda and seconded by Member Yoshimi for the ITSC to enter into Executive Session. The motion passed by unanimous vote.

Executive session was exited at 12:08 p.m.

VII. Good of the Order

- A. Announcements - None
- B. The next ITSC meeting was intended to be in May 2020.

Items for discussion:

- Possible changes to the strategic plan, metrics for second year
- How to better engage stakeholders and developers of the plan using Info-Tech

VIII. Adjournment

Chair Murdock called for a motion to adjourn the meeting. Member Yano made a motion that was seconded by Member Yoshimi. The meeting adjourned at 12:10 p.m.

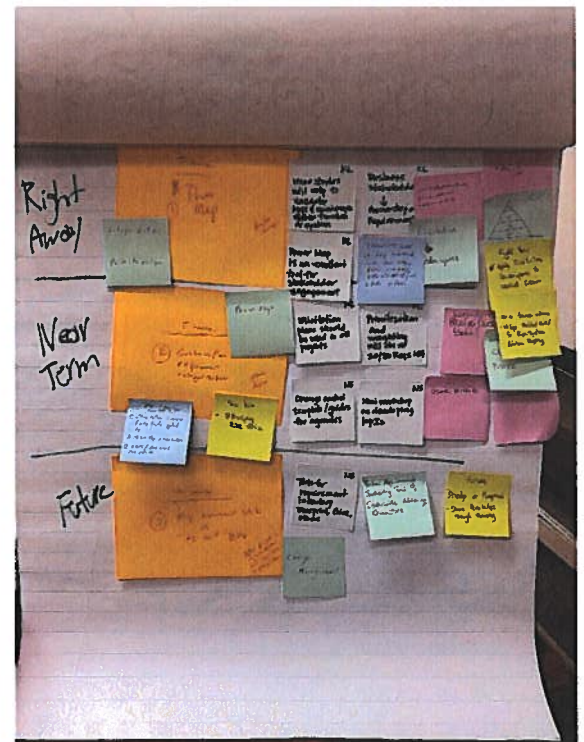
Strategic Pillar: Partner for Successful Outcomes - Shape the partnership between government lines of business and IT by creating a standard framework to ensure successful outcomes.


Progress as of March 6, 2020

- Partner for Successful Outcomes Working Group established in November 2019
 - Members include Department of Accounting and General Services, Office of Enterprise Technology Services, Department of Human Services, Department of Health, Department of Taxation and Transform Hawaii Government
- Requirements Gathering Workshop hosted on February 24-26, 2020
 - Attendees (business analysts, subject matter experts and IT analysts) from the various departments participated in the workshop
 - Department of Accounting and General Services, Department of Budget and Finance, Employee Union Trust Fund (EUTF), Employees Retirement System (ERS), Department of Education, Department of Health, Department of Human Services and Office of Enterprise Technology Services
 - Presented and facilitated by InfoTech Research Group



- Requirements Gathering Playbook – Deliverable to the State of Hawaii and all workshop participants
- Implementation of Requirements Gathering methodologies – right away, near term or future (*see picture to the right*)
- Review participant surveys and identify opportunities
- Schedule follow-up analyst call session(s) with InfoTech research analysts





**HAWAII MODERNIZATION
INITIATIVE**

Key Take – Aways

- ✓ Elicitation framework and techniques appropriate for specific stakeholders and groups
- ✓ Power Map for stakeholder identification and engagement
- ✓ MoSCow method for requirements prioritization: Must have, Should Have, Could Have, Would Have

Extend IT Portfolio Governance



Extend IT
Portfolio
Governance

Status Review – ITSC 3/6/2020

- Info-Tech Framework & Related Courses – Applications
- Info-Tech Workshop on Application Rationalization
- Application & IT Project Portfolio Discovery Progress
- Application & IT Project Maturity Measurement
- Application & IT Project Metrics

Info-Tech Framework – Applications



Extend IT
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Governance

- Info-Tech Applications Blueprints
 - Application Portfolio Management
 - Enterprise Application Selection & Implementation
 - Application Development Throughput
 - Application Development Quality
 - Application Maintenance
- Info-Tech Training/Certifications on Applications
 - Info-Tech Applications Certificate includes a course on each of the 5 application blueprints
 - 1 Applications Certificate as of 3/6/2020

Info-Tech Workshop

Application Rationalization - Dec 2019



Extend IT
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Governance

- Participating departments
 - Department of the Attorney General – Child Support (CSEA)
 - Budget & Finance (BUF)
 - Department of Commerce and Consumer Affairs (DCCA)
 - Department of Human Services (DHS)
 - Department of Labor and Industrial Relations (DLIR)
 - Department of Health (DOH)
 - Office of Enterprise Technology Services (ETS)
 - County of Hawaii
- Outcomes
 - 7 criteria for Functional Fit: Requirements, Automation, Ease of Use, Data Trust, Training, Flexibility, Data Value
 - 7 criteria for Technical Fit: Maintainability, Availability, Adaptability, Security, Interoperability, Future Readiness, Data Management
- Resolutions
 - Build an application portfolio management practice with assigned roles and responsibilities.
 - Determine a common language for organizations assets and aspects of the rationalization process.
 - Develop the skillsets and build a repeatable process to iteratively groups of application.
 - Build an action plan that applies application rationalization and APM across the organization.
- Recommendations
 - Use the initial application–capability mapping to determine which high-level capabilities have a high degree of potential redundancies.
 - Communicate the emphasized business benefits of rationalization and how critical participation from the business is in being successful

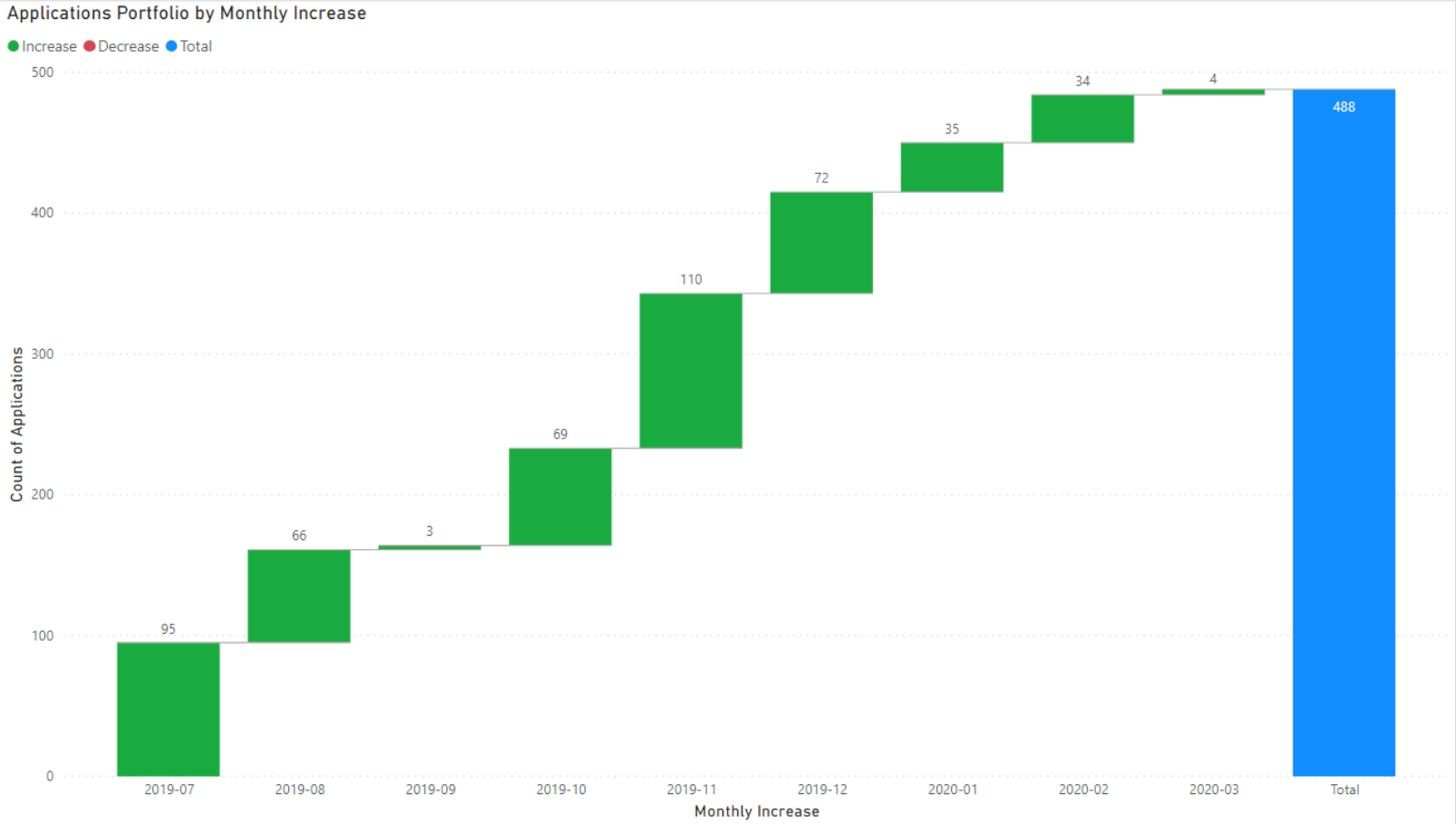
Overall IT Portfolio Discovery Progress

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- Started
 - Business Capability Analysis
 - Application Portfolio
 - IT Project Portfolio
- Researched/Experimented
 - Technology Portfolio (software versions, service (SaaS) versions, hardware, hosting providers)
 - Integration/Interface Portfolio
- Not Started
 - Data Portfolio
 - (Business Process Mapping)

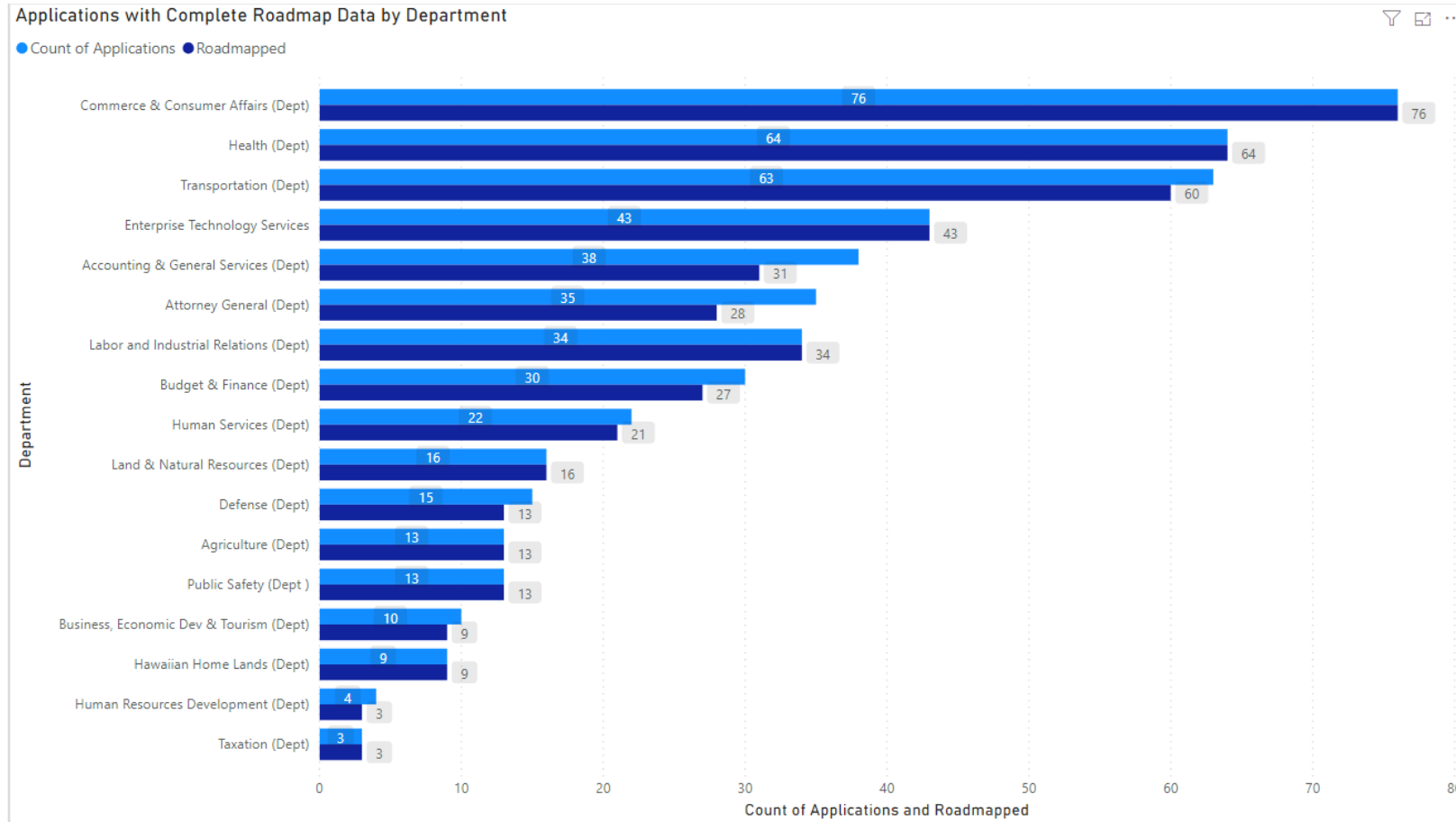
Application Portfolio Discovery Progress

Extend IT
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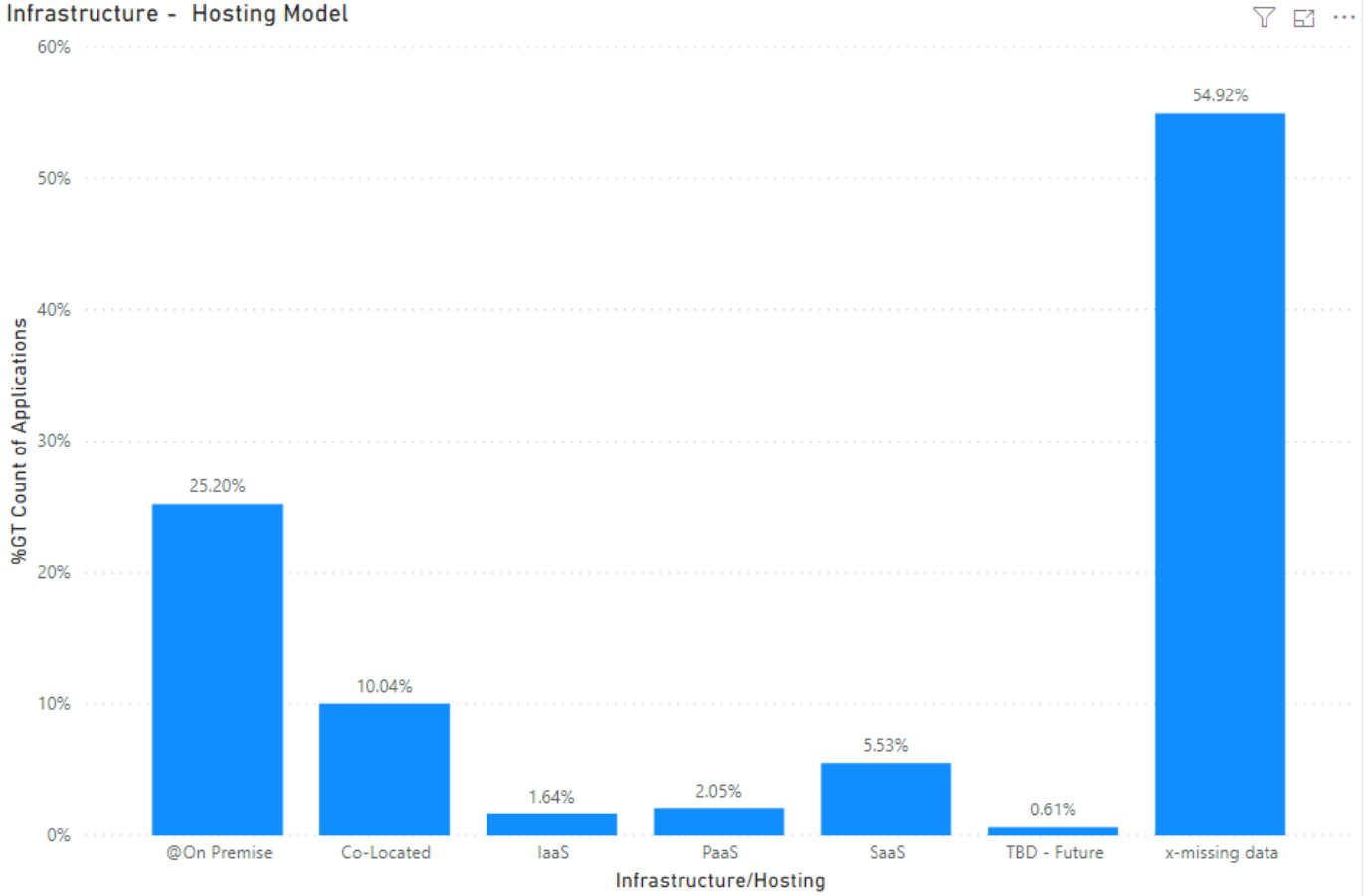
Application Portfolio Discovery Progress

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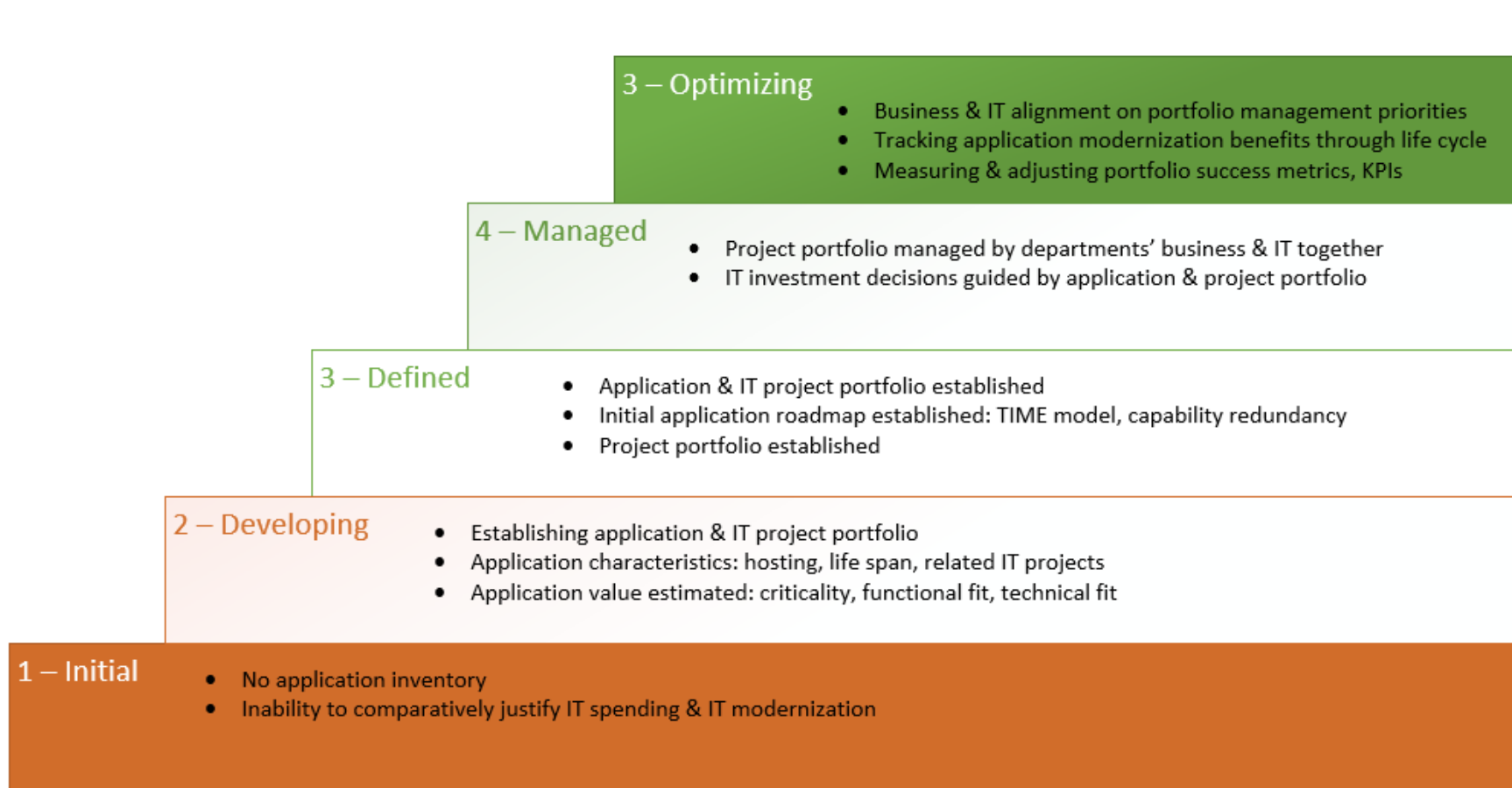
Application Portfolio Discovery Progress

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IT Portfolio Mgmt Capability Maturity

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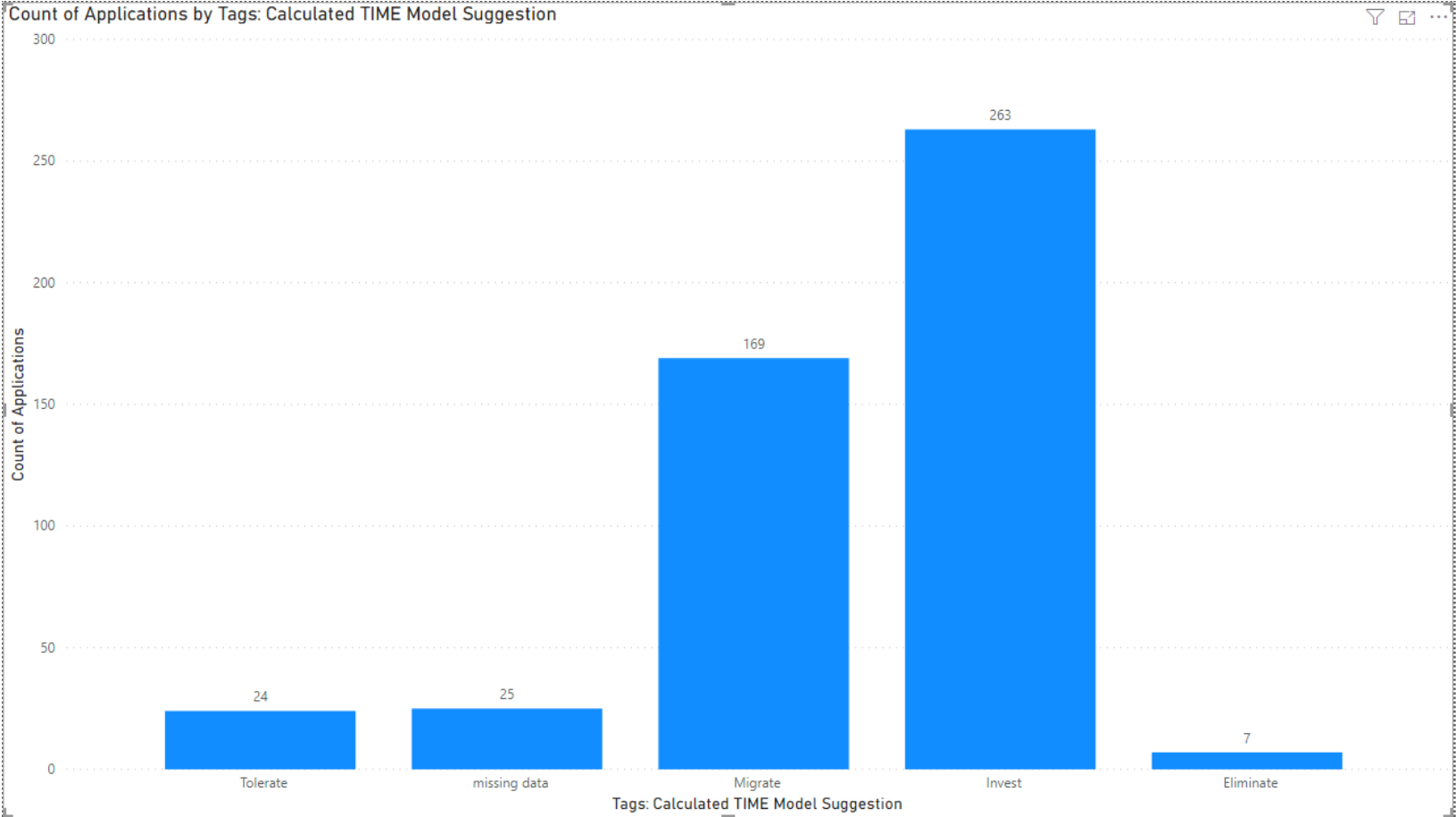
Application & Project Portfolio Metrics

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Metric	Type
Applications Inventoried	Application Portfolio Discovery
IT Projects Inventoried	IT Project Portfolio Discovery
Applications Roadmapped (value estimated)	Application Portfolio Discovery
IT Projects Roadmapped (value & risk estimated)	IT Project Portfolio Discovery
Applications Modernized	Application Portfolio KPI
Applications Eliminated by Consolidation	Application Portfolio KPI
IT Project Spending Reduced (per department) over time period	IT Project Portfolio KPI

Application & Project Portfolio Metrics

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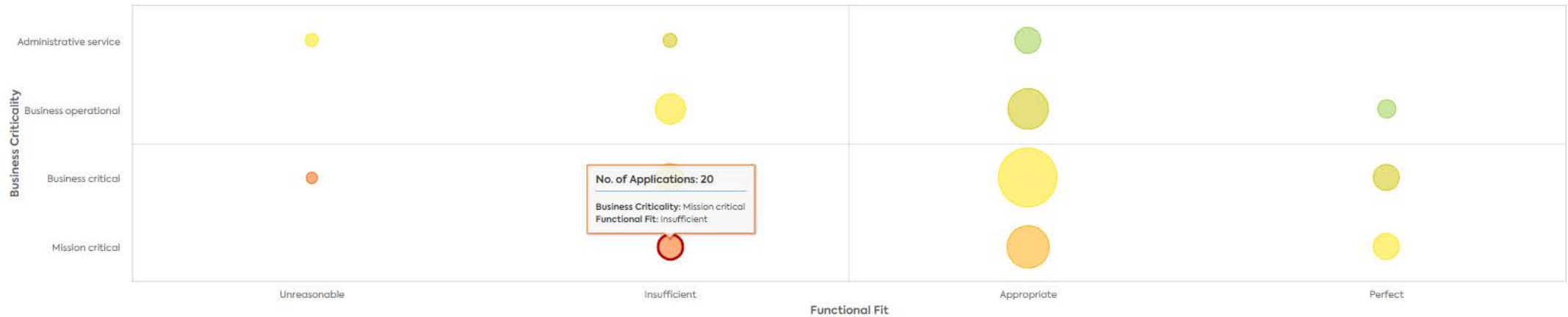
Application & Project Portfolio Metrics

Extend IT
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Governance

Business Criticality by Functional Fit

VIEW: Functional Fit vs. Business Criticality

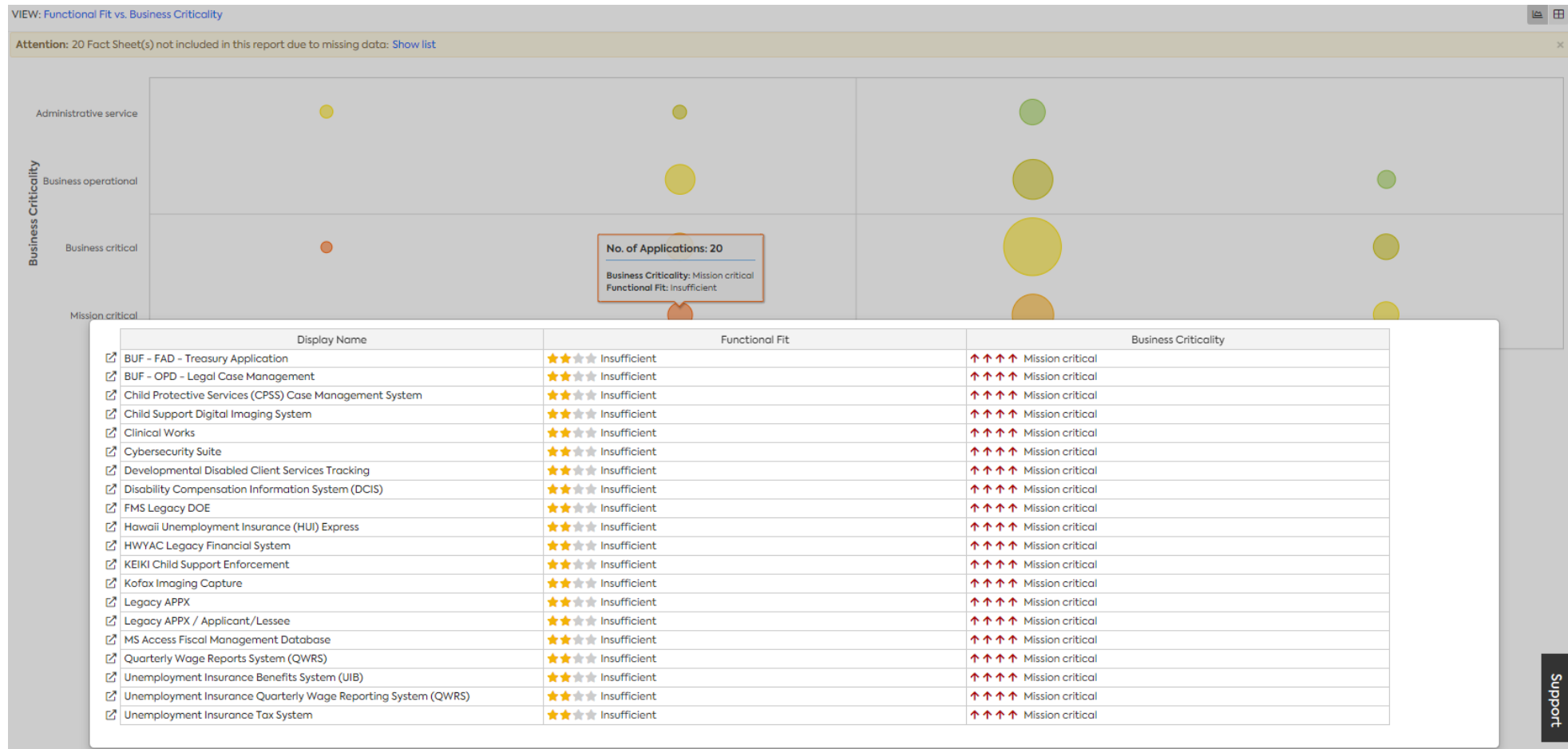
Attention: 20 Fact Sheet(s) not included in this report due to missing data: [Show list](#)



Application & Project Portfolio Metrics

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Business Criticality by Functional Fit



Application & Project Portfolio Metrics

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