



Information Technology Steering Committee (ITSC)

Meeting Minutes

October 22, 2020, 1:30 p.m.
Interactive Web Conference

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
Representative Kyle Yamashita, Hawai'i State Legislature
Marcus Yano, SystemMetrics Corporation
Garret Yoshimi, University of Hawai'i

Members Excused:

Senator Jarrett Keohokalole, Hawai'i State Legislature

Other Attendees:

Candace Park, Deputy Attorney General
Arnold Kishi, ETS
Todd Omura, ETS
Vincent Hoang, ETS
Todd Ogasawara, ETS
Al Bonilla, ETS
Caroline Julian-Freitas, ETS
Leila Kagawa, ETS
Jussi Sipola, ETS
Misti Hirasa, ETS
Sonny Kekipi, ETS
Kelli Wang, ETS
Janey Yamashita, ETS
Riley Fujisaki, Legislature
Lois Tambalo, Legislature
Bhanu Vellanki, eWorldes
Ashley Bovey, TEKsystems
Michael Fors, PCG
Landon Wong, Hawai'i Public Policy
Peter Fritz, Member of the Public

I. Call to Order

- Quorum was established and Chair Murdock called the meeting to order at 1:31 p.m.

II. Review and Approval of July 23, 2020 Meeting Minutes

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

III. Public Testimony on Agenda Items

- Peter Fritz gave comments about the Safe Travels program and asked if there were privacy protections and a policy in this regard. He also cautioned to be aware of potential issues that may occur for those with motor disabilities and seniors without

cell phones. The CIO thanked Mr. Fritz for his input and said there is a privacy policy. A link to the policy can be found at the bottom of the Safe Travels website pages for travel.hawaii.gov and also confidentiality information on how the data is being used. The CIO welcomed any suggestions.

IV. CIO Report

A. COVID-19 Initiatives

1. Office of Enterprise Technology Services (ETS) Support

- The CIO noted that ETS has been active helping the Department of Labor with unemployment insurance, the Department of Human Services with pandemic assistance, and all other departments with helping to enable employees to work from home, with Office 365, including Teams, and electronic signature capabilities.
- The CIO said the entire state is facing extreme budget cuts, leading to a difficult environment for planning and projects for years to come.

2. Safe Travels Application

- The Governor asked ETS to start building the application in July. The initial plan was to have it up and running August 1st, which eventually got pushed back to October 15th. It has been a very iterative development process, where fixes, improved features, and requests led to new releases almost weekly.
- The CIO shared a dashboard that showed almost 180 thousand people were screened since the program started, and about 79 thousand within the last week. Tourism has picked up, with highs of nearly ten thousand per day, with six to seven thousand a day right now. There were 31 thousand Covid exemptions since the pre-travel testing program began a week ago. The number of travelers in quarantine has reduced and shows that the pre-testing program has been successful to help restart tourism and hopefully get the economy going again.
- ETS is very involved in helping to clean up an issue with travelers submitting tests that are not from the trusted testing partners list, which created a backlog in the system for uploaded tests after arrival that the AI system could not recognize. ETS and the Hawaii National Guard (HNG) are doing manual reviews of these uploaded tests.
- Member Sakuda asked if fixes to the system are running in parallel with manual verification, and the CIO replied that they were. The CIO was proud to say that ETS is very nimble and its greatest strength lies in the ability to respond and create better capabilities. The project has generated more interest and needs from other departments than was anticipated, but ETS has been able to meet the challenges.
- Member Nishida asked if the application was developed by ETS or contracted out. The CIO said the development was contracted out, and ETS is primarily involved in business analysis, design, and testing. Business analysis has been a bigger piece than anticipated due to the wide interest in information collected. Member Nishida asked if the vendor was responsible for insuring security, and the CIO confirmed that they are.
- Member Yoshimi asked about the issue of test results by non-trusted testing partners causing a need for manual verifications by staff. The CIO noted that

some travelers have submitted test results in invalid or unrecognizable formats, e.g., screenshots of phone, photos of hard copy tests laid across their legs, and other odd documents. Some uploads showed test results with no name, date, or test lab and could not be validated.

- Member Sakuda expressed appreciation for the hard work of ETS and asked if the ITSC can do anything to support the CIO with staffing. The CIO noted that the HNG are assisting with manual reviews. When the Japanese tourism market opens, travelers will be required to have their tests result before arrival so as not to add to the post review process.

B. Major Enterprise Projects - Updates

The CIO gave an update on major projects ETS is supporting. (A full list can be found on page 13 of the *2019 CIO Annual Report* at <https://ets.hawaii.gov/reports/>).

1. DOE Financial Management System (FMS) is in development. The DOE is still targeting December 2020 to replace the current system with a minimum viable product, with continuing development to enhance the system thereafter.
2. DOT Highways FMS – Currently finalizing the procurement.
3. FAMIS Replacement for Statewide FMS – RFP is going through legal review prior to release.

Many other major projects are in development, including EUTF benefits administration modernization, ERS, DHS and DOH systems. ETS will try to continue to support the projects as they go through budget cuts and staff cuts.

C. Legislative Audit Updates

The CIO shared that ETS participated in a legislative audit about the response to the pandemic. There has been no report so there may not be any significant findings.

There was also a review of the Safe Travels program and there continues to be legislative interest in the program and spending.

The CIO noted that the state has cash flow problems, and revenues aren't matching the rate of spending. Unlike the federal government, the state cannot borrow money, but instead must have a balanced budget by law. There will need to be significant reductions in spending that will undoubtedly mean a slowdown in modernization. The CIO says this is something to be brought up in the next legislative session.

V. Hawaii Information Technology Strategic Plan

ETS operating budget cuts will result in a 22.8 percent reduction in funding. Also, ETS will not be able to fund 50 of 180 positions that are currently vacant, and it is uncertain if newly vacant positions will be unfunded as well. The CIO believes the high level plan can remain unchanged; however, the priorities will be these:

- Endure reduced funding in personnel, probably through 2025;
 - Economic estimates indicate travel will not recover until then or later;

- Support a work-from-home workforce;
- Leverage automation where possible;
- Operate systems with minimum viable licenses, downgrading some;
- Review statutory obligations and request relief where necessary;
- Modernize to create resilient systems where staff is available to support DDI and test;
- Adopt one digital ID for all state citizens and beneficiaries for use on all state and county platforms to reduce fraud;
- Re-skill and upskill the workforce to take on the new challenges we have.

A shift in mindset is needed, to think about what we can do to make things better, in order to try and survive the crisis.

- Member Sakuda encouraged everyone to think about how the ITSC can be of support, perhaps on a policy level, and asked the CIO if the priorities listed apply to ETS only or reach across departments. The CIO replied that everything is across the departments. Many systems need to become updated and automated, such as call centers and citizen services, because the people will not be available to do the manual processes that have been historically done.
- Member Sakuda asked if ETS has the resources to work towards automating processes, or can innovations within the private sector be leveraged to support within state government. The CIO thinks we have to look at everything and welcomes input from the ITSC to find ways to solve impending problems, but the reality is there will be struggles just to maintain operations. They will have to balance their appetite to do better against risks of approaching anything without enough money and staff.
- The CIO noted that the Time and Leave project and the FMS project that ETS is working on are starting to conflict with each other and choices will need to be made.
- Member Nishida asked if the CIO looked at re-prioritizing the strategic initiatives. The CIO replied that they will continue to work all the initiatives, but the toolsets we have to work them are going to change, and that is the challenge.
- Member Yano asked if the work-from-home initiative would continue or be expanded, He noted that in the private sector, it is a significant expense, and cost and safety are concerns to be addressed. The CIO agreed they would have to find the balance, and the future is uncertain at this point.
- Member Sakuda asked if there is discussion and opportunity to consolidate FMS modernization initiatives across departments. The CIO agreed consolidation would make sense as possible, if funding source variances can be reconciled.

Strategic Priorities - Updates

1. Partner for Successful Outcomes

Leila Kagawa, Enterprise Program Manager, reviewed the attached slide, illustrating the priority activities:

a. Governance Entities:

- 1) An Executive Governance Committee (EGC) has been in place since the payroll modernization project, and was designed to live beyond projects, to develop policies, standards, other opportunities

- 2) A Change Management Board (CMB) was recently established. All departments and jurisdictions were invited to participate in this forum to look at opportunities for standardization or clarification and other policies and procedures
 - b. Enterprise Program Areas:
 - 1) System Modernization – led to other opportunities within the enterprise:
 - 2) Business Process Re-engineering and Process Standardization;
 - 3) Data Governance; and
 - 4) Statutory and Policy Recommendations
 - Member Sakuda asked how the limited resources would affect Time and Leave and FMS initiative conflicts. Ms. Kagawa said they have begun preliminary discussions with the EGC about reconciling and balancing contract, budget, and resource restrictions.
 - Member Nishida asked if all the projects listed are funded or need approval. Ms. Kagawa said the projects listed have funding plans.
2. Enhance the Value of State Data
 - No update in this area.
 3. Optimize Enterprise Systems
 - No update in this area.
 4. Extend IT Portfolio Governance
- Jussi Sipola, Senior IT Enterprise Architect, presented an update on the IT Portfolio progress. The overall portfolio, all departments, all systems, are being continuously assessed.
- a. Discovery Progress
 - Mr. Sipola reviewed the progress of major information systems in relation to the TIME categorization (tolerate, invest, migrate, or eliminate).
 - Application roadmap assessment has gotten remarkably better over the past three months, so we are getting a better picture of the state of projects and applications.
 - b. Transparency
 - Data from the LeanIX tool is available on the opendata.hawaii.gov website, in tabular format only.
 - There is a HACC 2020 challenge to create visualization of this data for public presentation.
 - c. Governance Improvement Metrics
 - Portfolio metrics from 7/23/2020 compared to 10/22/2020 were shown. We will keep on working to improve the numbers.
 - There is also better data on cloud hosting, a priority for ETS.
- Member Sakuda asked for confirmation that 25 percent of the projects are currently roadmapped. Mr. Sipola confirmed that is correct, and clarified that the number is more accurate now because projects that were cancelled or completed were removed from the data.

- Member Sakuda asked for clarification on the roadmap discovery progress. Mr. Sipola explained roadmapping is about getting to information about business criticality, technical fit, functional fit, business capability, and establishing life cycle of the application.

The CIO mentioned that this tool is important for finding savings for the state by minimizing or consolidating systems.

5. Implement Dynamic and Sustainable IT Operations

- No update in this area.

6. Digital Workforce Development

- No update in this area.

7. Expand Statewide Cyber Security Strategy

Vince Hoang, Chief Information Security Officer (CISO), gave an update on cyber security efforts.

- Key priorities outside of the Safe Travels program has been supporting the mobile workforce and enabling teleworking.
- Key initiatives have been a focus on asset management and patching.
- Elections are around the corner, and the primary focus is on misinformation and not infrastructure.
- Safe Travels security is continually improving.
- The CIO asked the CISO to talk about virtual desktop infrastructure (VDI). The CISO noted that VDI would better allow enabling a mobile workforce and allowing a sustainable telework environment, potentially minimizing investment in infrastructure.

In the interest of time, the CIO opened the discussion up for questions about the other strategic plan priorities.

- Member Sakuda asked if the ITSC can support the strategic plan efforts, given the challenges of the pandemic situation and shortage of resources. She asked the committee members if they see opportunities. They recognize how the digital systems become more and more important at a time when resources are shrinking, and what can we do about it collectively to improve the system.
- Member Yoshimi agreed that the ITSC is here to help by finding opportunities and to help spread the word. The pandemic situation can make silos worse. Sometimes opportunities arise in unexpected ways.
- The CIO said that technology in general and ETS in particular are real force multipliers for the state. Having gone through systems issues that occurred due to the pandemic, he feels that to under invest at this time would be a mistake, and there will be discussions in the upcoming legislature about technology and modernization investments. To invest now, and save later is a good strategy, and that may mean using CIP funds where possible to cover costs to keep modernization going. There is also a need to study combining departmental forces and spending. Some of the ways we continue to do business need to change in order to make progress.

- Member Yoshimi agreed and said rationalization of the budget process is needed. The CIO noted that the savings and the added value ETS provides, such as Adobe Sign and Office 365, did not get translated into the ETS budget.
- Member Sakuda asked Representative Yamashita if he had any insight or recommendations on the upcoming legislative session.
- Representative Yamashita advised that lack of funds is the difficulty in general. What the legislature will be looking to from all departments is their cooperation in identifying pockets of money, such as special funds or tax credits, that could be used otherwise, temporarily. The understanding has to be that use will be temporary and focus on the bigger picture. What they do not want to do is raise taxes or reduce the workforce needed to be productive. There are many ongoing discussions, and departmental involvement and cooperation will be key.
- Member Sakuda suggested the ITSC invite departments to speak about their projects to see if any collaboration can occur.
- Representative Yamashita noted there are various discussions on identifying lease spaces and possibilities for use and cost reductions, considering part-time, remote use, or work-from home options. In conjunction, there are ongoing discussions with the Department of Human Resource Development on safe work environments and union agreements, and with the Department of Business and Economic Development and Tourism on transit oriented development.
- The CIO mentioned he is available to ITSC members if they want to talk.

VI. Good of the Order

A. Announcements

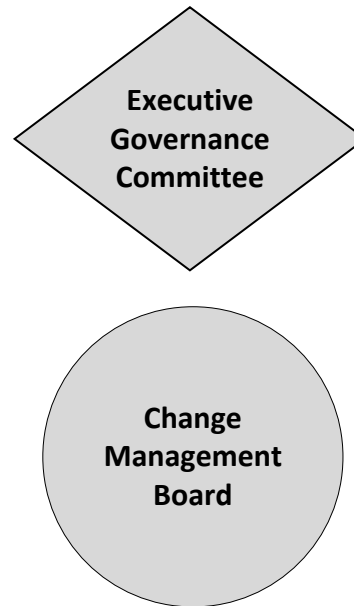
1. Virtual HACC

The 5th annual Hawai'i Annual Code Challenge (HACC) starts October 24, 2020. It will be the first virtual HACC. Caroline Julian-Freitas, Senior Communications Manager, invited all to attend and mentioned that Member Yoshimi will be presenting. At last check, there were about 160 registrations for this event. Interest in the event has not slowed due to the pandemic. November 21st is the presentation and judging day.

B. Next Meeting – December 10, 2020.

VII. Adjournment

The meeting adjourned at 2:54 p.m.



Enterprise Program Areas

System Modernization

- Time & Leave System
- HR System Transfer for Legislature & OHA
- Finance System
- Employee Self-Service Enhancements
- Reporting Enhancements

Business Process Re-engineering & Process Standardization

- Gross Pay Calculation
- EUTF Benefits Admin. System
- ERS System
- UCOA Integration
- BPR for Finance
- Training Support for Accounting
- Project Management Support

Data Governance

- HIP Data Sharing with EUTF – all depts
- EUTF Benefits Administration System – Employee Self Service Coordination
- ERS System – Reporting Compliance & Coordination

Statutory & Policy Recommendations

- Payroll Direct Deposit Requirement
- Military Leave Alignment with Federal Fiscal Year
- FLSA clarification