



## Information Technology Steering Committee (ITSC)

Meeting Minutes  
July 28, 2021, 2:30 p.m.  
Video/Audio Conference

**DRAFT**

### Members Present:

Douglas Murdock, Chair, CIO, Office of Enterprise Technology Services (ETS)  
Benson Choo, Finance Factors  
Mel Horikami, Optimum Business Solutions  
Senator Jarrett Keohokalole, Hawai'i State Legislature  
Joel Kumabe, Unisys Corporation  
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

### Other Attendees:

Todd Omura, ETS  
Vincent Hoang, ETS  
Todd Ogasawara, ETS  
Leila Kagawa, ETS  
Arnold Kishi, ETS  
Al Bonilla, ETS  
Sonny Kekipi, ETS  
Kelli Wang, ETS  
Janey Yamashita, ETS  
David Adams, Member of the Public  
Ashley DeGeus, Member of the Public  
Peter Fritz, Member of the Public  
Dick Johnson, Member of the Public  
Jonathan Kim, Member of the Public  
Kiyohide Noguchi, Member of the Public  
Baird Miller, Info-Tech Research Group

### I. Call to Order

- Quorum was established and Chair Murdock called the meeting to order at 2:31 p.m.
- The CIO introduced three newly appointed ITSC members, Mel Horikami, Joel Kumabe, and Benson Choo.

### II. Review and Approval of January 14, 2021 Meeting Minutes

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

### III. Public Testimony on Agenda Items

- No public testimony was given.

### IV. Strategic Plan

A. Updates:

1. Partner for Successful Outcomes

- a. The CIO reported that DOE completed an upgrade of their Financial Management System (FMS), which went live in July.
- b. Leila Kagawa, Enterprise Program Manager, shared a presentation (attached):
  - 1) Hawaii Information Portal (HIP) Time and Leave project - near completion
  - 2) Enterprise Financial Management System – planning stage
    - o Member Yano asked about the next procurement steps and if protests are expected. Ms. Kagawa said the team met with the State Procurement Office (SPO) for advisement and have done debriefings with non-selected vendors, and no issues are anticipated.
    - o Member Sakuda congratulated Ms. Kagawa and her team on the great work and asked her to speak on the Uniform Chart of Accounts (UCOA) timeline. Ms. Kagawa explained how they worked with Spire Hawaii on the design and subject matter teams on the rollout.
    - o Member Yoshimi gave kudos to Ms. Kagawa and her team on the herculean effort and time working with several different state partners. Ms. Kagawa thanked Member Yoshimi for the recognition, and she wanted to thank the multiple agencies and approximately 80 evaluators for their support in making the important decisions.
    - o Member Sakuda noted that any modern financial management system will affect contractors, vendors, and partners with the state, and asked about public input. Ms. Kagawa said those stakeholders would be included in the upcoming overall communications plan for rollout to be part of the fit gap process and eventual design in the early phases.
    - o Member Nishida offered congratulations on a job well done on this big effort, and asked if the system would be on premise. Ms. Kagawa said the platform would be a cloud solution. This would ease the burden on operational teams and be able to spin up quickly.
- c. The CIO reported that the Unemployment Insurance replacement system development is underway. A former ETS project manager is leading this effort for the Department of Labor and Industrial Relations (DLIR).
- d. The legislature authorized five positions for project management to assist other departments with their systems development. This will help to set standards, work collaboratively, create guidelines, training, work aids, and to standardize processes to be more successful in implementing systems across the state.

2. Expand Statewide Cyber Security Strategy

Vince Hoang, CISO, presented an update on ETS cyber security (attached).

- Member Choo commended the CISO on the tremendous job of patching, and asked about the cycle of patching and how completion is verified. The CISO reported that the deployment software provides the reporting. The cycle ranges, but the goal is to stay within three days.
- Member Nishida asked if vulnerability management is being done across the board or only for those involved in the patching-as-a-service. The CISO said the reporting piece is enterprise-wide, and described the ETS direction to invest in EDR tools and focus on defense and depth, providing additional control, rather than on a management program, and how they work with agencies that need extra assistance.
- The CIO added that other controls, layers, and segmentation are in place.
- Member Yano asked if there is an intent to look at critical business applications or line of business applications. The CISO explained the complications of that challenge and how in a crawl, walk, run scenario, they are not yet ready to run.

### 3. Optimize Enterprise Systems

Todd Ogasawara, ETS Director of Operations, gave an update on the mainframe-as-a-service transition. Full transition is anticipated by the end of the calendar year. The CIO said the goal is to reduce costs over time and invest in modern applications as remaining systems come off the mainframe in the next three years.

### 4. Implement Dynamic and Sustainable IT Operations

The CIO noted that ETS has been working very hard on the Safe Travels applications for travelers and screeners. Over 5.8 million travelers have come through the system.

### 5. Digital Workforce Development

The CIO noted that during the pandemic there were budget cuts and a hiring freeze. ETS is hoping to get permission to start filling many vacant positions

### 6. Extend IT Portfolio Governance

Todd Omura, IT Governance Officer, gave an overview of the state's IT portfolio management (<https://ets.hawaii.gov/state-of-hawaii-it-portfolio-management/>). Department IT spend requests above \$100K are reviewed for approval by ETS Governance. The process changed from agencies submitting a request form to submitting the request via the portfolio management system, LeanIX.

- Senator Keohokalole asked if this new process prevents departments from circumventing the governance requirement. The CIO said ETS relies on the finance offices to audit and ensure the proper documents and approvals are obtained before funds are obligated or spent. ETS is trying to make the process as easy as possible for participating in governance. Senator Keohokalole said this is something to bookmark and circle back to the WAM for financing.

- Member Horikami asked if the DOE would be required to follow the same governance process. The CIO replied that the DOE does not follow the same governance process. UH has its own process and funding and does not go through DAGS to cut checks. They may have their own inventory and tracking system. The DOE may be able to benefit from the LeanIX management system. Senator Keohokalole noted that the DOE and UH are required by statute to participate in IT governance.
- The CIO emphasized the value of portfolio management in terms of visibility into what is happening with IT systems.

#### B. Strategic Priorities Going Forward

The CIO would like to work with the ITSC and Info-Tech to assess priorities and identify gaps. Info-Tech will do a business context analysis, working with various stakeholders, including state agency directors, IT coordinators, the legislature, and meet with the ITSC during the week of September 27, 2021. ETS operates as both a central service provider and as a conglomerate working with all the departments who have very different lines of business.

The CIO asked for the members' thoughts about strategic plan workshops in early November 2021, perhaps having one public meeting with all ITSC members, or possibly form a permitted interaction group with members who have time and interest for greater focus on the strategic planning process.

- Member Yoshimi noted that it would be useful for ITSC members to be involved, and given the challenges in carving out time, still be given a chance to provide some input into the process rather than commenting on the outcome alone.
- The CIO introduced Baird Miller from Info-Tech to add to the CIO's outline. Mr. Miller noted the concept of business context analysis is the idea of developing IT strategies based on business drivers, business goals, and the necessary business capabilities.
- Senator Keohokalole thought this conversation is relevant to a broader question about when and how we might think about organizing trainings for employees and administrators when it comes to cybersecurity. The legislature is interested in initiating this prior to the next election cycle, and he wondered if the CIO would agree that it would be of value to place in the context of the strategic plan.
- The CIO agreed that cybersecurity education statewide is valuable and ETS has worked on promoting it. The challenge is getting the Department of Human Resources Development (DHRD) to authorize mandatory training across the state. Cybersecurity training may be something to propose for legislation. The CIO noted that all ETS staff take cybersecurity training, and ETS makes licenses for training available.
- CISO Hoang commented that departments with the most mature awareness programs are those that are highly federally regulated and cannot operate without the training. ETS has made training available on a volunteer basis and has also been conducting simulated phishing campaigns with teachable moments for those who fall

prey. In addition, expanding on a statewide incident response level, emergency management folks are being involved with tabletop exercises to help better respond to a large event and address potential impacts.

- The CIO thinks that having both focused and broad-based training should be part of the strategic planning process, in terms of a priority going forward. Practicing good cyber hygiene should be in every job description for anyone who uses computers. The cybersecurity area needs to be emphasized. There is a lot to discuss and try to do to raise awareness and knowledge levels, especially focusing in on those who have enhanced privileges.
- Member Choo asked the CISO if social engineering was incorporated into the penetration testing. The CISO replied that the closest thing they have now is the simulated phishing, and part of an agreement is to not disclose who falls for the phishing test.
- Member Horikami commented that strategic planning with the business context concept is a good approach. Often the desired results don't occur because the business side does not get translated to the IT side. Business requirements gathering, translation to workflows, and what the adoption of the workflows means is usually the biggest gap. The CIO appreciated the input and noted that the Budget and Finance and Accounting departments were on the system selection committee and will continue to be involved in every stage of the process. They also revisited the uniform chart of accounts project to ensure it still meets the state's business needs.

## V. Legislation

### A. Act 186 Relating to the Information Technology Steering Committee

The CIO discussed changes resulting from Act 186:

1. ITSC membership count was changed from 11 to 13. The two positions added were the Department of Education and the University of Hawaii.
2. The Annual Report is required to be provided to the ITSC prior to submission to the legislature.
3. A vice chair position was added. The CIO suggested a process to follow could be that if any member is interested in being vice chair or would like to nominate a member, they would notify him, and the ITSC can discuss at the next meeting. The CIO asked if anyone had thoughts about the selection process.
  - Member Yano agreed with the CIO's suggested process. The CIO said he would consult with anyone who is nominated to see if they are willing and bring before the ITSC at the next meeting for a secret vote.

### B. 2022 Legislation

1. The vacant ETS Administrative Services Officer position was a key loss in 2021. Without that person, it is difficult to get the required paperwork done. ETS will try to recover that position in the next legislative session. The vacant HR Manager position

was also lost. It will be problematic without the level of expertise needed for contracts and reorganization. Many positions were cut, including branch chiefs.

2. ETS is refining last year's idea to pursue a cyber data center in the Mililani Tech Park area and is also working with the counties and other state departments to consolidate all data centers to open up more office space and reduce leasing.

## VI. Good of the Order

### A. Announcements

- Hawaii Annual Code Challenge (#HACC2021)
  - The CIO encouraged all to participate in the upcoming 6<sup>th</sup> annual HACC. Challenges are taken from ideas for projects to fulfill government needs. Students are asked to come up with models for solutions, and high school teachers were shown how to incorporate HACC into their IT classes.
  - Kick Off Day: October 23, 2021
  - Presentation and Judging: November 20, 2021

### B. Next Meeting: Week of September 27th (tbd)

## VII. Adjournment

The CIO called for a motion to adjourn the meeting. A motion was made by Member Horikami, which was seconded by Chair Murdock. The meeting adjourned at 3:54 p.m.



HAWAII MODERNIZATION  
**INITIATIVE**

No.	Program/Project
1	<b>Hawaii Information Portal (HIP) Time &amp; Leave Project</b> <b>Status: Near Completion</b>
2	<b>Enterprise Financial System Modernization Project</b> <b>Status: Planning</b>





# HAWAII INFORMATION PORTAL (HIP) TIME AND LEAVE PROJECT

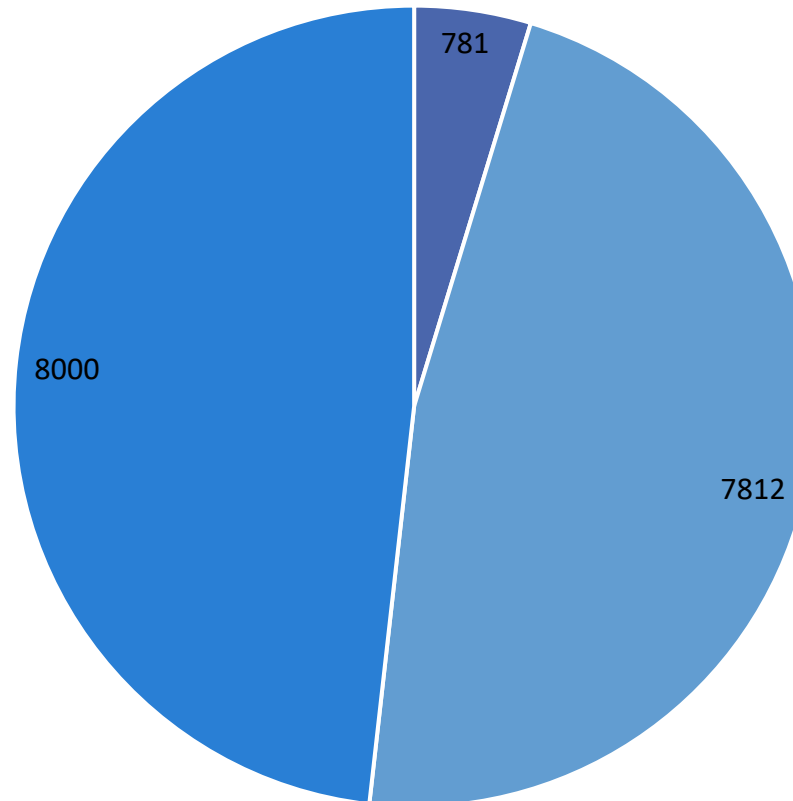
Employees

## Group 1: Live

- ✓ Accounting & General Services
- ✓ Governor's Office
- ✓ Lt. Governor's Office

## Group 2: Live

- ✓ Attorney General
- ✓ Budget & Finance
- ✓ Business, Economic Development & Tourism
- ✓ Commerce & Consumer Affairs
- ✓ Defense
- ✓ Hawaiian Home Lands
- ✓ Human Services
- ✓ Taxation
- ✓ Transportation



## Group 3: Go-Live in August

- Agriculture
- Hawaii State Public Libraries
- Health
- Human Resources Development
- Labor & Industrial Relations
- Land & Natural Resources
- Public Safety
- House of Representatives
- Senate
- Office of the Auditor
- Office of the Ethics
- Legislative Reference Bureau
- Office of the Ombudsman
- Office of Hawaiian Affairs

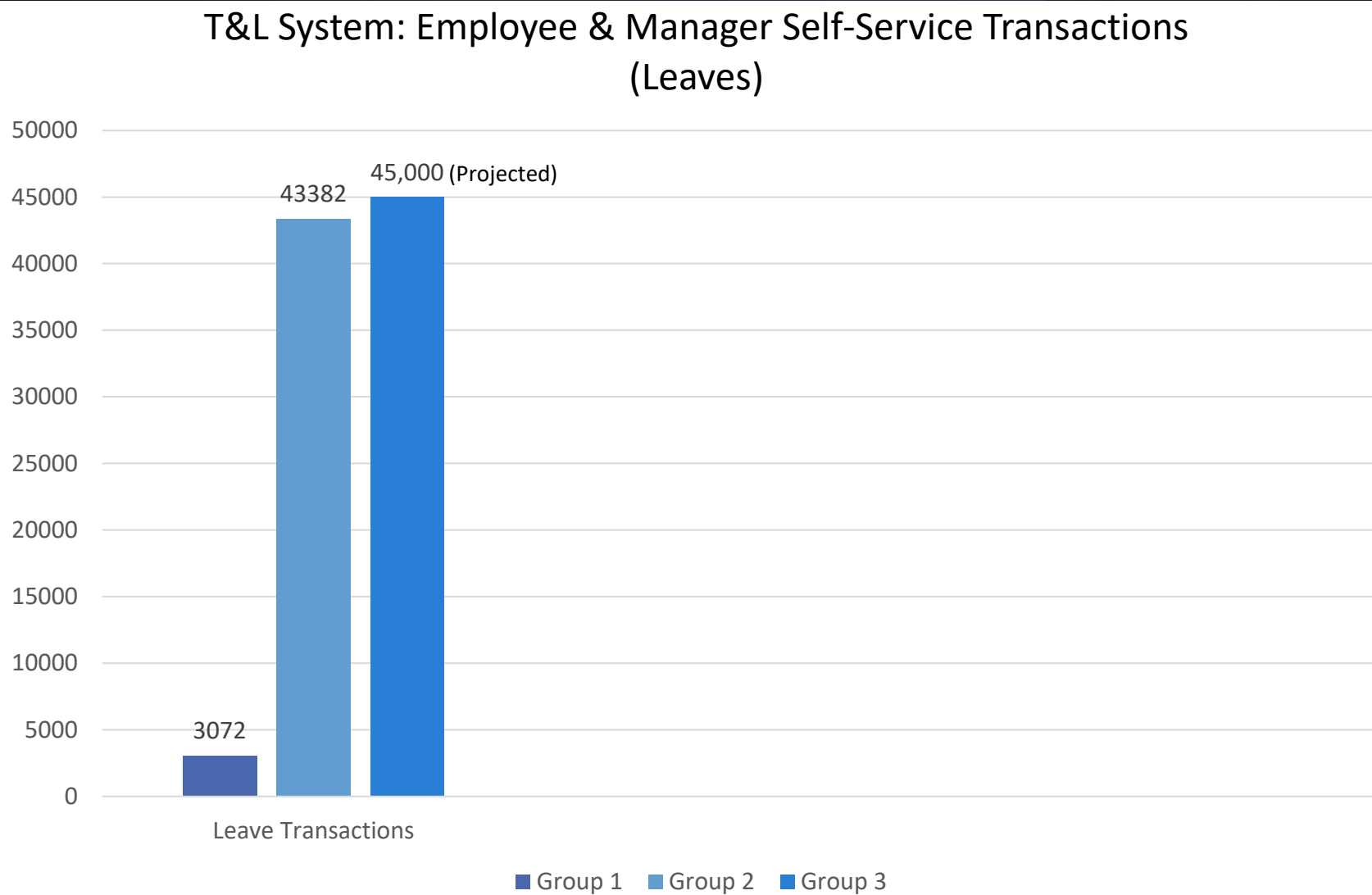
■ Group 1 - May 2020

■ Group 2 - March 2021

■ Group 3 - August 2021



# HAWAII INFORMATION PORTAL (HIP) TIME AND LEAVE PROJECT



# ENTERPRISE FINANCIAL SYSTEM PROJECT

## RFP Evaluation Timeline

Nov 2020: Request for Proposal (RFP) Release  
Dec 2020: Pre-Offerors' Conference  
Jan 2021: Respond to Offerors' Questions  
Intent to Bid Letters Received  
Feb 2021: Deadline for Initial Proposals  
Apr 2021: Offeror Demonstrations  
May 2021: Deadline for Best & Final Offers (1)  
June 2021: Evaluation & Scoring Completed  
Terms & Conditions Reviewed  
July 2021: Discussions Held for Terms & Conditions  
Deadline for Best & Final Offers (2)  
Evaluation & Scoring Completed  
Notice of Award Issued  
Contract Documents Executed  
Aug 2021: Notice to Proceed (pending)  
Kickoff

### Core Phase

- August 2021 (12-18 months)
- General Ledger, Encumbrances, Cash Management, Accounts Payables/Receivables, Purchasing, Data Warehouse, Projects, Asset Inventory, Bonds, Investments, Grants Management

### Expansion Phase

- July 2022 (12-18 months)
- Appropriations, Budget

### Optional Phase

- July 2023 (12-18 months)
- eProcurement Integration, Travel & Expense Management



## Questions & Answers



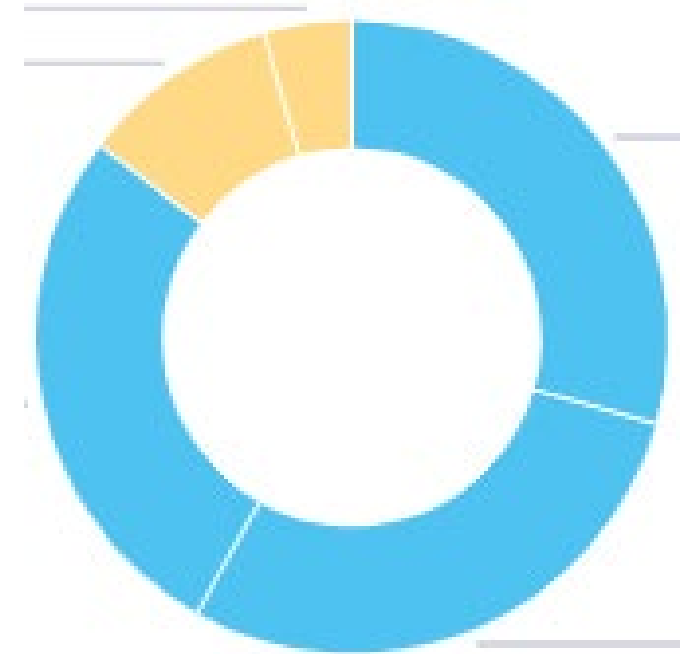
# ITSC: Cybersecurity Reporting

WED 28 JUL 2021



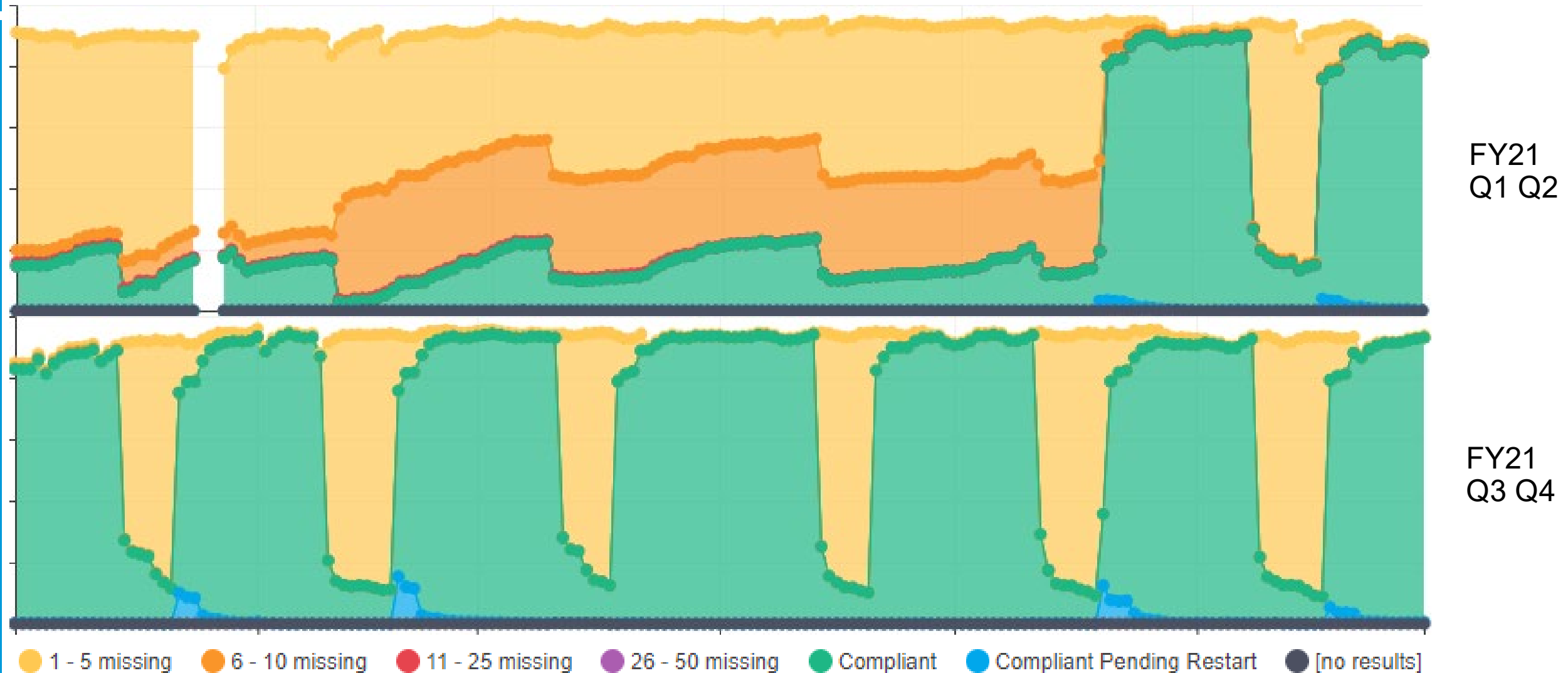
# FY21 Highlights

- “Cyber Hygiene” as a priority
  - Good cybersecurity is IT done well
  - Meeting quarterly with each department to revise priorities
- Enterprise-wide deployment
  - EDR “endpoint detection & response”
    - Advanced endpoint protection
    - 24/7 monitoring through vendor
    - Adoption from all departments
  - EVC “endpoint visibility & control”
    - Software inventory reporting, on-premises or remotely
    - Evolving endpoint management capabilities
    - Adoption from most departments
- Presented “Patching-as-a-Service”
  - Allow departments to shift resources towards department specific requirements

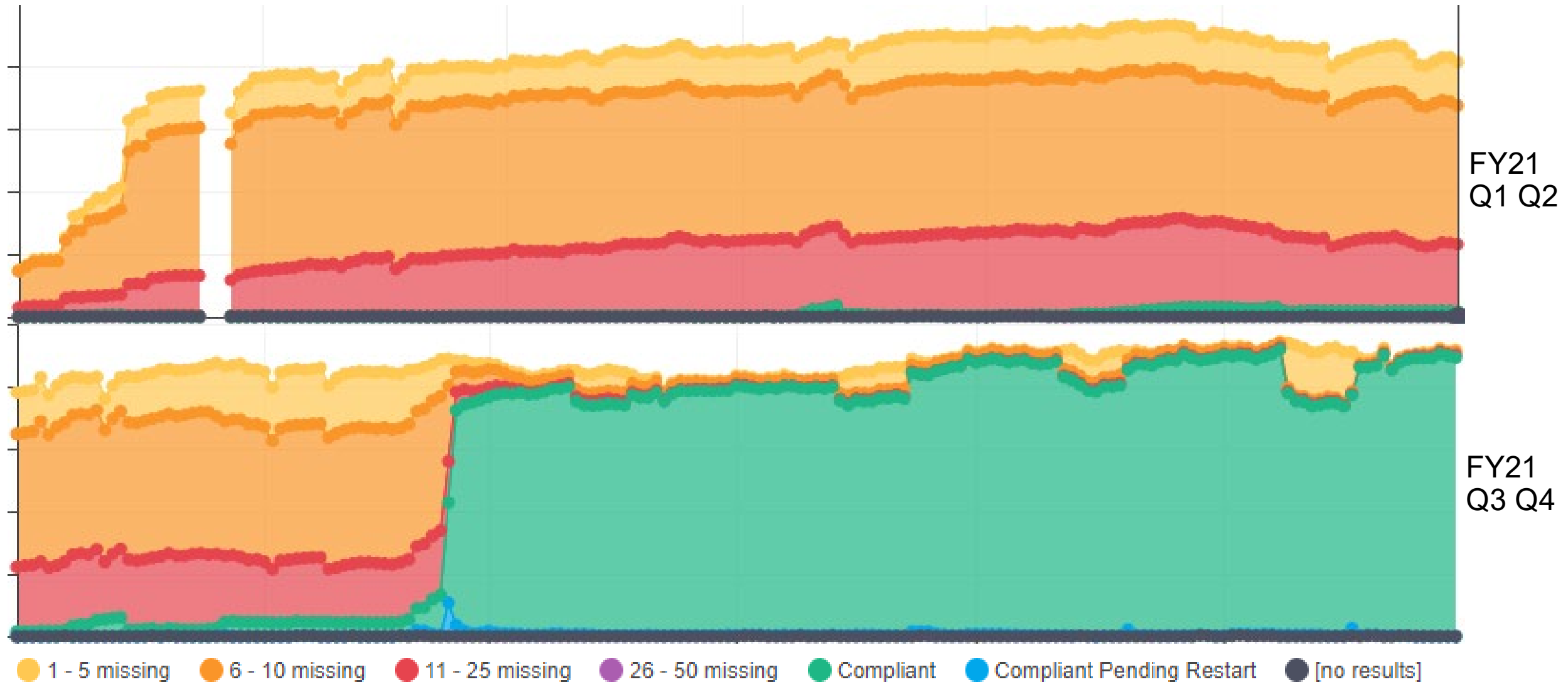


About 15% of devices  
are connected  
remotely without VPN  
enabled

# Agency A Windows Patch Status Before and After "Patch-as-a-Service" Onboarding

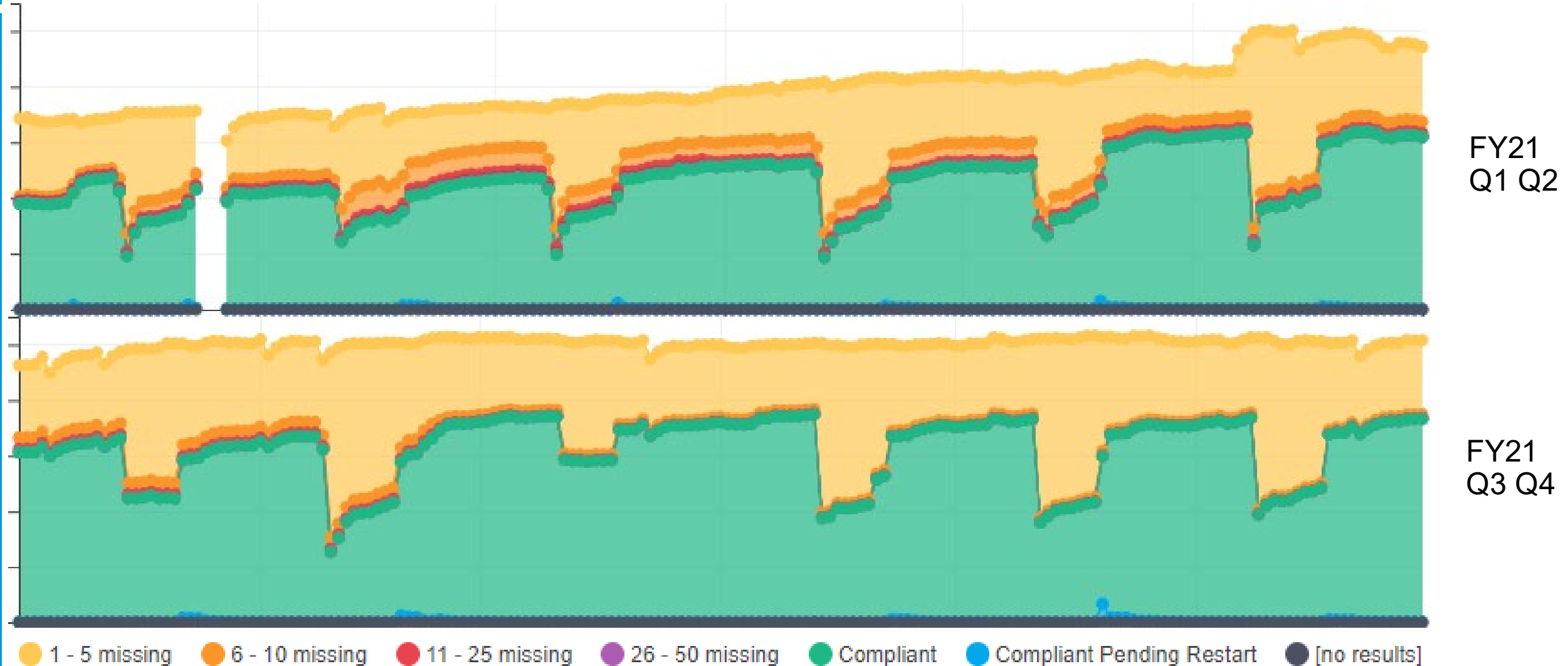


# Agency B Windows Patch Status Before and After "Patch-as-a-Service" Onboarding





# Statewide Windows Patch Status



# CIS Controls v8 – FY22 Initiatives

CONTROL 01 Inventory and Control of Enterprise Assets	CONTROL 02 Inventory and Control of Software Assets 	CONTROL 03 Data Protection 
CONTROL 04 Secure Configuration of Enterprise Assets and Software 	CONTROL 05 Account Management	CONTROL 06 Access Control Management
CONTROL 07 Continuous Vulnerability Management 	CONTROL 08 Audit Log Management	CONTROL 09 Email and Web Browser Protection 
CONTROL 10 Malware Defenses 	CONTROL 11 Data Recovery	CONTROL 12 Network Infrastructure
CONTROL 13 Network Monitoring and Defense 	CONTROL 14 Security Awareness and Skills Training 	CONTROL 15 Service Provider Management
CONTROL 16 Applications Software Security	CONTROL 17 Incident Response Management 	CONTROL 18 Penetration Testing 

# Questions?