

Information Technology Steering Committee (ITSC)

AGENDA

Thursday, November 2, 2021, 10:00 a.m.
Virtual Meeting, Honolulu, Hawai'i

Join Zoom Meeting:

<https://zoom.us/j/98298972040?pwd=cUhOUWt3NWpxOWFtejBwczBzblhBQT09>

- I. Call to Order
- II. Review and Approval of September 30, 2021 Meeting Minutes
- III. Public Testimony on Agenda Items

Due to COVID-19 restrictions, this meeting will be held via video and audio conference. Anyone wishing to testify may do so during the conference call or submit written testimony in advance of the meeting via e-mail to ets@hawaii.gov, Subject: *ITSC Testimony*.

- IV. Strategic Plan – Discussion and Appropriate Action

- Business Context Analysis Workshop - Info-Tech

- V. Good of the Order

- A. Announcements

- Hawai'i Annual Code Challenge (#HACC2021)
 - Presentation and Judging: November 20, 2021

- B. Next Meeting: To be determined

- VI. Adjournment

Individuals who require special needs accommodations are invited to email ets@hawaii.gov, or call 808-586-6000 at least three working days in advance of the meeting.



Information Technology Steering Committee (ITSC)

Meeting Minutes

September 30, 2021, 1:00 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
Joel Kumabe, Unisys Corporation
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
Representative Kyle Yamashita, Hawai'i State Legislature

Other Attendees:

Todd Omura, ETS
Vincent Hoang, ETS
Todd Ogasawara, ETS
Arnold Kishi, ETS
Al Bonilla, ETS
Caroline Julian-Freitas, ETS
Jussi Sipola, ETS
Sonny Kekipi, ETS
Kelli Wang, ETS
Janey Yamashita, ETS
Candace Park, State Office of the Attorney General
Ryan Senaga, Office of the Governor
Riley Fujisaki, State Legislature
Gary Reimers, Public Consulting Group
Peter Fritz, Member of the Public
Hawai'i Interpreting Services Captioner
Baird Miller, Info-Tech Research Group
Bill Holliday, Info-Tech Research Group

I. Call to Order

- Quorum was established and Chair Murdock called the meeting to order at 1:00 p.m.

II. Review and Approval of July 28, 2021 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. Strategic Plan

Business Context Analysis – The CIO introduced Baird Miller and Bill Holliday from Info-Tech, the consultant who will be conducting the business context review in November. Bill Holliday shared the attached presentation. The findings from this review will help inform the next strategic plan update.

- Member Sakuda noted it is important to be clear on if this is ETS' strategic plan versus the statewide strategic plan, as some of the larger departments have their own IT strategies and resources, and this is an opportunity to define how they can work together
- Member Nishida asked what is the end result. Is it a maturity assessment to define areas of improvement to get to a certain maturity or to come up with initiatives to improve the process? Mr. Holliday replied the first step is to understand the current status, how we are doing against the current strategy, the successes, remaining opportunities, and this is an opportunity to clarify and refine the strategy.
- Member Choo asked who are the stakeholders. The CIO wanted to ask the ITSC for suggestions, and they would start with the Governor.
- Member Yoshimi suggested something at a Cabinet meeting would be useful or with departmental IT directors that ETS regularly works with already. The CIO agreed the Cabinet and IT coordinators would be a good start. The directors or deputy directors of departments that heavily rely on ETS would also be good candidates.
- Member Sakuda noted it is a unique opportunity to also understand the business priorities of the departments along with their digital strategies, with ETS in a position to interconnect them. The CIO noted that in LeanIX, the IT portfolio management system, departments are required to categorize their application to their line of business.
- Member Yano asked from an enterprise architecture side if we are going to also look at structure, because the structure is dictated by the strategy, and how ETS fits into that or how other departments are structured. Departments may not see the value, and hopefully they can see through this process how ETS can help from a structure perspective, and even potentially how they can restructure their organizations to better leverage assets.
- Member Kumabe asked if the stakeholders would also be asked about governance, i.e., authority and decision making and what kind of standards and core services are expected. Mr. Holliday affirmed that would be part of it, and what they value from ETS.
- Member Sakuda asked about the timeline, given the short timeframe before the upcoming legislative session. Info-Tech responded that they will perform data gathering the first week of November and the product will be delivered a couple of weeks later. The CIO added the updated strategic plan will take a while longer.
- Member Sakuda suggested as another stakeholder the non-profit organizations that provide service to the community and offered to provide input who that would be.

- Member Horikami asked if it is a role of ETS to ensure overall business and IT alignment across the state. The CIO feels ETS has a role to create an environment where that is possible, where everybody is thinking about things in the right context. Member Horikami added that which stakeholder is consulted will depend on the role of ETS. The CIO agreed they can look at how does IT serve business, and noted sometimes it depends on how the department resources IT. If IT is treated as overhead, there is a tendency to under resource it, rather than looking at it as business leverage.
- The CIO thanked everyone for their input and invited the members to email or call him if they think of anything else. There will be further opportunity for input at the next meeting.

V. 2022 Legislation

ETS is working on resource requests for 2022, as legislative guidance is ample. The requests will help grow what ETS does to support the state. Requests include:

1. Restoration of Administrative Services Officer (ASO) and HR Manager to support day to day operations as well as meet Workforce Development requests from the legislature.
 2. Add Enterprise Procurement manager to review all the contracts and look at standardization, such as clauses for RFP, and how work is divided. The legislature has concerns about contracted services leaving not enough for state employees to do.
 3. Resources to build and support identity services, for a uniform state ID, a single login across state programs for citizens, organizations, and businesses.
 4. Chief Data Officer and Data Scientist positions for data governance, management, and analytics policies and for guidance to state agencies.
 5. Funding for new Financial Management System licensing and software support.
 6. Cyber security safeguards and resilience staff to support state agencies.
 7. Upgrade licenses for Microsoft Office 365 (M365).
 8. Workforce Development intern or developmental positions, possibly training certification.
 9. Build a data and cybersecurity center in Mililani Tech Park.
- Member Nishida asked how positions are justified; is it related to the strategic priorities. The CIO agreed alignment with the strategic plan is part of the reason, but mostly it comes from the what the legislature and the governor see as the needs of the state going forward. ETS lost over 30 positions and needs to rebuild. The CIO looks at the situation as a transition from old IT to new IT, e.g., adding cyber security, workforce development, which are both pillars in the strategic plan.
 - Member Sakuda asked if the ITSC can help accelerate approval and amplify the need for the ASO and HR Manager positions, given that approval would normally not be given until July. The CIO thanked Member Sakuda for the support and noted they are looking at alternatives.

- Member Sakuda also asked if the ITSC could support a communication plan with the legislature to help emphasize the importance of the initiatives behind the budget requests, e.g., data resources, citizen ID. The CIO thought that is a good idea, and will ask the Sr. Communication Manager to help coordinate with ITSC members how to communicate how the initiatives will help citizens and government.
- Member Choo asked how the initiatives requested for approval will align with the strategic priorities and results of the business context analysis. The CIO thinks the Info-Tech sessions could inform the upcoming legislative session, but more likely would be applicable to the following session and updated strategic plan.
- Member Kumabe asked if there will be consideration on the levels and salary. He noted the private sector has difficulty hiring and wondered if the public sector is the same. The CIO has confidence in being able to hire some of the positions, and agreed that the same challenges exist in the public sector.

VI. ITSC Vice Chair Nominations

The CIO asked if anyone wanted to nominate someone for the Vice Chair position.

- Member Sakuda asked how Chair Murdock envisions the role. The CIO noted the statute did not specify, but saw it as a position to help plan the meeting agenda.

No nominations were received. This item will be deferred.

VII. Good of the Order

A. Announcements

- Hawaii Annual Code Challenge (#HACC2021)

Caroline Julian-Freitas, ETS Senior Communications Manager, gave an overview of the upcoming HACC event. Please see the hacc.hawaii.gov website for details. She thanked Member Sakuda and Member Kumabe for their support of the event.

- Kick Off Day: October 23, 2021
- Presentation and Judging: November 20, 2021

B. Next Meeting: Week of November 1, 2021 (tbd)

VIII. Adjournment

The CIO called for a motion to adjourn the meeting. A motion was made by Member Choo, and seconded by Member Yoshimi. With no objections, the meeting adjourned at 1:57 p.m.

MEMBER
RESEARCH
&
ADVISORY
OVERVIEW

Business Context Workshop Interview Agenda

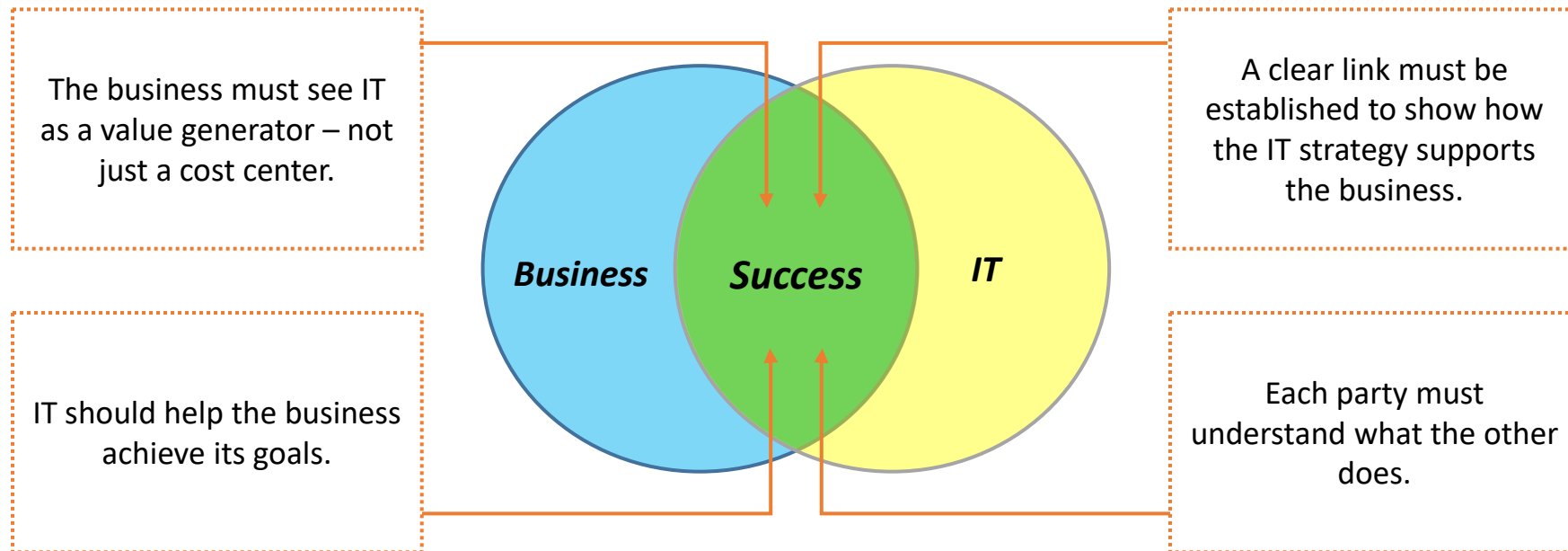
State of Hawaii
September 2021

INFO~TECH
RESEARCH GROUP

Success Requires an Understanding of the Business

Traditionally, IT has been seen as a separate, isolated support function, and IT strategies often happened in silos and without a good understanding of holistic organization needs.

That's no longer an option.



Business Aligned IT Strategy

The purpose of this engagement is to prepare for the IT Strategy refresh. The goal of the Business Context Workshop is to capture the State's primary business goals and objectives. These interviews provide the "voice of the business" for technology planning.

Through interviews and/or roundtables with leaders about their perspectives, Info-Tech will summarize these discussions into the current business context of the organization.

For each participant to prepare, the interview questions are found on the following slide. The interview team can provide greater detail and answer any questions.

Stakeholder Questions

1. What are the top three business **objectives** for your organization over the next 3 years?
 2. What are the top 3 business **initiatives** that will help you achieve these objectives?
 3. What are the top 3 **challenges** that will impede your ability to achieve these objectives?
 4. What has IT done in the past 12-24 months that has **improved** your ability to achieve these objectives?
 5. What is the 1 thing that IT can do in the next 12 months to **contribute** to your success?
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