



## Information Technology Steering Committee (ITSC)

### Meeting Minutes

November 21, 2022, 3:00 p.m.

Remote Meeting via Interactive Conference Technology  
Location: 1151 Punchbowl Street, Room 410, Honolulu, Hawai'i

DRAFT

#### Members Present:

Douglas Murdock, Chair, CIO, Office of Enterprise Technology Services (ETS)

Christine Sakuda, Vice Chair, Transform Hawai'i Government (THG)

Benson Choo, Finance Factors

Mel Horikami, Optimum Business Solutions

Senator Jarrett Keohokalole, Hawai'i State Legislature

Arnold Kishi, Center for Internet Security, MS-ISAC

Kevin Thornton, Judiciary, State of Hawai'i

Representative Kyle Yamashita, Hawai'i State Legislature

Garret Yoshimi, University of Hawai'i (UH)

#### Members Excused:

Joel Kumabe, Ohana Pacific Health

Michael Nishida, First Hawaiian Bank

Christine Shaw, Department of Education (DOE), State of Hawai'i

Marcus Yano, CBTS Hawaiian Telcom

#### Other Attendees:

Office of the Attorney General: Candace Park

ETS: Catherine Arellano-Alcotas, Al Bonilla, Janet Chiu, Brian Frey, Bryce Fujii, Jennifer Halaszyn  
Vincent Hoang, Juha Kauhanen, Todd Ogasawara, Sheila Oliveira, Todd Omura, Jussi Sipola,  
Kelli Wang, Janey Yamashita

Guests: Thomas Lee, David Pettinger

Members of the Public: Leah Delos Santos, Michael Fors, Nathan Hokama, Paul Wertheim

#### I. Call to Order

Quorum was established and the meeting was called to order at 3:01 p.m.

#### II. 2022 Annual Report Draft Review

Chair Murdock asked if there were any questions or comments regarding the draft report.

- Vice Chair Sakuda asked if the report could be updated to add the membership of the Executive Governance Committee (EGC) under the Hawai'i Modernization Initiative section of the Partner For Successful Outcomes strategic plan priority.
- The CIO agreed to add the EGC membership to the report. EGC membership includes the Governor's Administrative Director, State Budget & Finance (B&F) Director, State Human Resources Director, State Comptroller, State Chief Information Officer, and Enterprise Program Manager-Hawaii Modernization Initiative.
- The CIO noted the State has been working on the EFS (Enterprise Financial System) project for about a year and are behind in progress. As with a lot of other modernization projects, EFS has challenges that will have to be worked out as the new administration comes in, and ETS continues to work with B&F and the Department of Accounting and

General Services (DAGS) to resolve the challenges. There is some negotiation and review going on with the vendor to try to iron out matters. Vice Chair Sakuda asked about the significance of the delay. The CIO replied the discussion is beyond the scope of today's agenda and would best be held at a future meeting.

### III. Strategic Plan Update

No updates at this time.

### IV. IT Consolidation Working Group (per Act 179)

- Interim Report

Jennifer Halaszyn, Senior Project Manager for the Office of Program Transformation, Program Management Branch reported on the working group status and activities.

Vice Chair Sakuda asked if consolidation would be one of the top three priorities along with EFS, and how do you prioritize the multitude of things ETS is called upon to do. Ms. Halaszyn replied that anything ETS is asked to do needs to be properly resourced to undertake the activities.

Chair Murdock agreed that EFS and consolidation are top priorities and noted that consolidation related projects are already being initiated. Next year is supposed to be the first full planning year so they are ahead of schedule. The biggest question in consolidation is whether to instantly merge all staff into one department or continue to slowly merge the services without slamming all the departments into one organization. The CIO favors a slower approach and continuing to merge systems and capabilities, as opposed to putting everyone and all the money into one big bucket and then seeing what happens, which may be a dangerous course of action.

Vice Chair Sakuda appreciates that current and future projects are shown in the annual report and suggested including top priorities and areas of focus. The CIO recommends the priorities be a separate record from the report, because the focus could be quickly altered with changes in legislative and administrative direction.

### V. Transform Hawai'i Government (THG) Report on Data and IT Modernization Interviews

Vice Chair Sakuda introduced Dr. Thomas Lee, Lead of Strategic Partnerships for Hawai'i Data Collaborative (HDC), and David Pettinger, President of Anthology Research.

Dr. Lee reported on HDC findings from state government leaders interviewed on data perspectives.

- Vice Chair Sakuda noted the findings will be shared with the interviewed leaders next week to get their reactions and next steps and to find out how to partner and further support data governance and sharing moving forward.
- Member Choo asked if there are pockets of local data that can be retrieved and how does that work. Dr. Lee said a lot of data is available; however, challenges exist around the capacity to process the data beyond reporting requirements, and there is some

disconnect with government systems that may not fit with the systems that collect information at the service provider level.

- The CIO provided two good data sources for the State of Hawai'i: 1) The Department of Business, Economic Development and Tourism (DBEDT), and 2) The Data.Hawaii.Gov platform with data sets used by state agencies. Not all the data is up-to-date, but ETS does provide the data platform, which has a built-in data analysis tool, for agencies.
- The CIO also appreciated Dr. Lee's presentation that showed data being used for information and decision making as the main purpose. He thinks that helps people be more comfortable discussing data and understand data better if it's talked about as used for making better decisions as the main purpose rather than simply for availability.
- Member Horikami asked if the discussion is only about publicly available data. Dr. Lee replied that there are instances where there is hesitancy to share data due to risk aversion, federal regulations, or other reasons not to share, which may not be in the public's interest, but also recognizing that the agency has to be protected as well. A dialogue is needed to address the legal and cultural risk aversion. The desire to share is there but figuring out all the policies or regulations make it difficult to share, as well as educating the public of rules required by the government. It may take a little longer to figure out ways to share safely and securely.
- The CIO noted it is possible to de-identify some of the data, but we generally do not have the time or money to do that de-identification process and make it available to the public, and it also makes it hard to analyze the data across platforms. For example, if you wanted to look at Medicaid, SNAP, and unemployment insurance to see who is using the services and if there is any correlation, you would not be able to do that once the data is de-identified. Within the government it may be possible given the right permissions on board.
- Member Horikami said the trick for the general public is differentiating whether the unshared data is due to policy rules versus not wanting to share or be transparent or hiding the data.
- The CIO agreed that is important and there are a lot of public issues like homelessness where there is a lot of data available, but we cannot cross-check across different platforms to see if we can find a root cause or a more successful solution, so we end up seeing some things in a bit of a dark room.
- Vice Chair Sakuda agreed with Member Horikami and noticed in the annual report there has been good work on the citizen ID, where there is good reason to reconcile the different systems and applications across government. Using that data for business functions and to provides services is something we should think about communicating to the public. We don't know how informed the public is about the progress and how do we continue to share these growing policies and philosophies on data sharing and data governance moving forward.
- Member Horikami said he thought data is going to be the next frontier, with all its rules and hurdles that we need to maneuver; that's where the power is going to be.

- The CIO agreed and noted ETS was fortunate to get funding for that citizen ID project, and also for the chief data officer position, starting as soon as we can get the positions filled. We are trying to move headlong into that area and realize we need more than a chief data officer. A Data Office is needed with different kinds of experts who can work on the issues. If you only have a data officer, you will probably only get policy and maybe some understanding of what's out there. The other data staff are needed to actually make progress and do analysis and deep dives.

Mr. Pettinger reported on findings of state government leaders interviews to understand the modernization of business functions. He noted there are a few interviews yet to be done. There will be a comprehensive report available in the coming weeks.

- Vice Chair Sakuda noted many of the people interviewed were not IT leads, so the modernization is more defined in the framework of the business work they do. She thanked the CIO for his support of this research. They would like to share the reports not only with the administration but also across departments and with the community.
- Member Kishi thanked Mr. Pettinger for summing up the things we are well aware of and reinforcing knowledge of the areas of note that need focus. He thanked the Vice Chair for clarifying that the conversations were among many people, not just IT, because the IT folks can only take the modernization only so far. It takes the efforts of everyone to effectively modernize and change the culture. He asked what is the next step.
- Vice Chair Sakuda restated that today's report is preliminary, and they are developing a report with key findings and recommendations to share with the next administration and to help discern how to accelerate modernization for more effective systems. The hope is for the report to serve as a mechanism leading to more conversations.

#### VI. Good of the Order

- Announcements – CIO Doug Murdock announced today would be his final ITSC meeting as he steps down as Chief Information Officer.
  - Member Yoshimi thanked the CIO for his much appreciated service.
  - Vice Chair Sakuda echoed Member Yoshimi's sentiment and thanked the CIO for helping shepherd the state through the pandemic.
  - Senator Keohokalole also shared his appreciation and thanked the CIO for his work. He felt privileged to have taken the CIO through confirmation as tech committee chair four years ago and proud to have been a little part of the CIO's accomplishments. He hopes the CIO will get the credit deserved for the heavy load he and ETS took on during the pandemic, including designing an entire new system to manage the inflow and egress of people to and from the State of Hawai'i.
- Next Meeting – To be determined with the newly appointed CIO.

#### VII. Adjournment

Chair Murdock thanked the ITSC for their participation and adjourned the meeting at 3:58 p.m.