



Information Technology Steering Committee (ITSC)
December 19, 2023, Meeting minutes
Remote Meeting via Interactive Conference Technology
1151 Punchbowl Street, Video Conference Center

[\[2023-12-19 ITSC Meeting Recording\]](#)

Members Present:

Douglas Murdock, Chair, CIO, Office of Enterprise Technology Services (ETS)
Christine Sakuda, Vice Chair, Transform Hawaii Government (THG)
Senator Sharon Moriwaki, Hawaii State Senate District 12
Arnold Kishi, Center for Internet Security, MS-ISAC
Benson Choo, Finance Factors
Mel Horikami, Optimum Business Solutions
Joel Kumabe, Ohana Pacific Health
Michael Otsuji, Hawaii State Department of Education
Michael Nishida, First Hawaiian Bank
Marcus Yano, CBTS Hawaiian Telcom

I. Call to Order

Quorum was established and the meeting was called to order at 3:00 p.m.

II. Introduction of Chief Data Officer

Chair Murdock introduced Hawaii's new Chief Data Officer, Rebecca Cai. Chair Murdock shares that Ms. Cai has a long background in data consulting and was the Chief Data Officer in New York State before coming to Hawaii.

Ms. Cai states that she has done consulting work for both the private sector as well as government and shares how fond she is of Hawaii. Ms. Cai shares her vision for Hawaii as a citizen centric approach focusing on building trust as well as citizen satisfaction. Ms. Cai claims this trust and satisfaction can be reached through improving the quality, usability, transparency, accountability, and protection of enterprise data for evidence-based policymaking. Ms. Cai shares five goals to meet to achieve her vision:

1. Promote transparency and trust. To achieve this Ms. Cai intends to build a governance framework with clear roles and responsibilities from both the data working group level to the department level on to the individual data set owners. Ms. Cai also wants state departments to catalog all datasets and AI use cases with ownership identification for transparency and governance.
2. Ensure quality and equity through data life cycle. Ms. Cai intends to set standards and processes to ensure equity in all data life cycle processes from collecting the data to processing data, all the way to decision science and recommendations.

3. Improve usability and inter-operability. Recent data strategy posted by Human Health Services at the federal level addressed interoperability about data sharing and promoting the responsible use of AI to ensure equity. The usability and interoperability will enable citizen centric solutions through enterprise level master data management and data sharing. Citizens will not need to submit sensitive data many different times, to many different places; we want to create, enable, and foster data sharing to enable interoperability among different departments, to drive customer satisfaction.
4. Safeguard privacy for protection and compliance. The goal is to maintain the identity while preserving the privacy and identify and ensure compliance.
5. Drive accountability via responsible use of data by managing the full life cycle of data to support evidence-based decision making and ensure equity in all data models, including AI models.

Chair Murdock opened the floor for any questions.

Michael Nishida asked if Ms. Cai found a good data inventory readily available, or did she plan to inventory all data assets before moving forward with the governance program? Ms. Cai stated that all the departments she has met with lack good data cataloging; however, data cataloging might not be entirely necessary if we focus on certain use cases. Ms. Cai emphasized that a use case focused approach is more efficient, because while we would be cataloging data, new datasets are being created. Mr. Nishida then asked if there is a plan to have an application to house all the data collected. Ms. Cai explained that there are many data cataloging tools and although ETS would set the guidelines, each department may be selecting the tool that fits them best.

Chair Murdock added that LeanIX is the inventory tool currently in use to track information such as PII, HIPAA, and TAX data.

Senator Moriwaki expressed her interest in consolidation and how government can become more effective and efficient. The senator also asked when we can expect to begin implementing test cases in larger departments which have high level of public exposure, such as DHS, DOH, and DLIR. Ms. Cai responded on how data sharing can create a seamless experience for Hawaii residents by providing an example of how a user could create a profile on a master data management platform, such as Hawaii ID, which can be linked into different departments and filtered through the preset qualifications of each program. The user would then receive notification to the programs which they qualify for, and the system would be able to finalize the process and deliver benefits more expeditiously to the applicants.

Chair Murdock added that the myHawaiiID project has been established for a lot of programs and that efforts are underway toward the goal of having one identity within the system. He adds

that the state is seeing a lot of innovation within the departments with data projects, and the governor's office also has a data person dedicated to databased policy making.

III. Annual Report (Draft)

Chair Murdock asked if anyone had any questions or comments regarding the draft annual report.

Senator Moriwaki commented on the projects listed on page 44 in the draft report. The senator asked if these projects are completed, to include what the outcomes were; if they are still in progress, to include the timeline to completion.

Christine Sakuda also commented that she would like the budget for these projects included in the report.

Chair Murdock thanked everyone for their comments and reminded members they can email him directly to provide further comments or discussion.

Christine Sakuda asked what the deadline is to submit to the legislature. The report is due 20 days before the start of the legislative session.

IV. Strategic Plan

Chair Murdock spoke on additions to be added to the previous strategic plan, such as adjustments to account for the current environment which include the exponential growth of generative AI technology. Chair Murdock discussed the importance of addressing generative AI in the strategic plan being two-fold because of its rapid growth in the industry, and because of the concerns on its abilities to mimic human intelligence.

Chair Murdock stressed his concerns about how to proceed with incorporating generative AI, thus the creation of the guiding principles outlined in the strategic plan:

- All-In on AI – Lead an aggressive statewide effort to adopt the responsible and ethical use of automation, artificial intelligence, machine learning, and generative AI.
- Online instead of in-line – build a unified IT experience that allows everyone to operate online instead of in-person.
- Focus on Capabilities – shift the IT delivery model from hardware and software to business capabilities and outcomes.

- Hybrid Shared Services Operating Model – ETS provides IT strategy, governance, enterprise subject matter expertise and common shared services; Departments provide decentralized execution and business system subject matter expertise.

Chair Murdock shares seven focus areas in the strategic plan:

- Partner for successful outcomes.
- Expand statewide cyber security and privacy strategy.
- Enhance the value of state data.
- Unify citizen experience.
- Optimize the state IT portfolio.
- Implement dynamic and sustainable IT operations.
- Digital workforce development.

Chair Murdock opened the floor for any questions.

Michael Otsuji recommends the addition of Artificial General Intelligence (AGI) to the strategic plan. Chair Murdock agrees with this recommendation.

Christine Sakuda expressed appreciation and excitement about the unified citizen experience being incorporated into the strategic plan and acknowledging it as a great opportunity especially given recent events such as the COVID pandemic and the Maui fires.

Garret Yoshimi commented on the of push online versus in-line, something to consider would be the ability to provide a reasonably accessible interface. Not just the ADA accessibility, but also consider the complexity of the applications provided to the citizens and how the user experience is designed. Chair Murdock agrees and shares that some states are looking to use generative AI to track usability in complicated systems with the hopes of identifying problem areas within their programs.

Joel Kumabe asked for further information on the digital workforce development. Chair Murdock explains that his focus is on providing more training to staff on generative AI and its potential uses; citing an obligation to train staff on this quickly expanding digital tool. Kumabe acknowledges ETS efforts in workforce development but asked to expand on recruitment and worker retention. Chair Murdock suggests a reevaluation of hiring practices, along with updating current position descriptions are a good starting point. Chair Murdock also points out that the younger workforce presents a different set of challenges regarding retention, but ETS has made efforts toward recruiting in high schools and universities.

Michael Otsuji extends an offer to include ETS in vendor training that the Department of Education has secured contractually.

Senator Moriwaki asked for clarification on the value of state data in terms of procurement or in terms of performance objectives across departments. Chair Murdock responded that we are currently in the early stages but agrees on enhancing the value of state data in the strategic plan, as well as filtering and retaining data.

Chair Murdock calls attention to the ETS IT Quality Assurance Program, which describes different benchmarks that are standardized among big system development modernization projects such as unemployment insurance or the Enterprise Financial System. One of the programs' purposes is to try to ensure successful IT investments, and another purpose is to recognize when systems are working well and when they are not. For example, the independent verification and validation process (IV&V) tells ETS and the departments when the vendor and the government are not working well together, and the project should be stopped.

Senator Moriwaki asked if a process has been developed where we can intervene on failing projects sooner rather than later. Chair Murdock stated that there are many variables involved in that type of decision, but we are looking at incorporating options within the governance process; however, creating processes sometimes conflicts with the department heads vision or expectations. Chair Murdock touches on the changes made with the new unemployment insurance RFP; stating the new RFP addressed risk reduction early on by researching systems used in other states, measure their success rates, and discussed the pros and cons of each system.

V. IT Consolidation Working Group

Chair Murdock summarized the final working group report and shared the group's recommendation to continue the shared services model that we currently have now.

Senator Moriwaki inquired about plans to implement the working groups recommendations. Chair Murdock assured the senator that ETS is seriously looking at these recommendations and considering the funding constraints.

Christine Sakuda suggests identifying the most important policies so the IT Steering Committee members can help to support these and help to advocate and push them forward.

Senator Moriwaki requests ETS collaborate with SPO on identifying "bad actors," for the purpose of avoiding rehiring those who did not meet the scope of their previous contracts. Chair Murdock confirmed that ETS has been working with both SPO and the AG's office, as well as staying engaged with contacts from other states to monitor the status of shared vendors and share past performance issues.

Garret Yoshimi asked that ETS consider reaching out to members on the steering committee for their insight and experience. Chair Murdock asked that the members review item 4A in the ETS IT system quality assurance program and share any insights, checklists, or documentation they may have readily available.

VI. Good of the Order

Welcoming Senator Moriwaki as the newest member of the IT Steering Committee, replacing Senator Keohokalole.

VII. Adjournment