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DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | KA 'OIHANA LOIHELU A LAWELAWE LAULĀ

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | KE'ENA HO'OLANA 'ENEHANA

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December 26, 2024

The Honorable Governor Josh Green, M.D.

The Honorable Ronald D. Kouchi
President of the Senate
and Members of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, Hawai'i 96813

The Honorable Nadine K. Nakamura
Speaker and Members of the
House of Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawai'i 96813

Aloha Governor Green, Senate President Kouchi, Speaker Nakamura, and Members of the Legislature:

Pursuant to HRS section 27-43, we respectfully submit the Hawai'i Information Technology Strategic Plan.

In accordance with HRS section 93-16, this report may be viewed electronically at <http://ets.hawaii.gov> (see "Reports").

Sincerely,

Keith A. Regan
Comptroller

Christine M. Sakuda
Chief Information Officer

Attachments (1)



STATE OF HAWAII INFORMATION TECHNOLOGY STRATEGIC PLAN

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES,
DEPARTMENT OF ACCOUNTING & GENERAL SERVICES
DECEMBER 17, 2024

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BACKGROUND, PURPOSE, METHODOLOGY

BACKGROUND

The Office of Enterprise Technology Services (ETS) was established by Hawai'i Revised Statutes §27-43 (HRS §27-43) and is a division of the Department of Accounting and General Services (DAGS). ETS is headed by a full-time chief information officer (CIO) to organize, manage, and oversee statewide information technology. The chief information officer is appointed by the Governor, serves on the Cabinet and reports directly to the Comptroller in DAGS. A key responsibility of the CIO is to develop, implement and manage the state information technology strategic plan (the IT Strategic Plan).

The first Hawai'i Information Technology Strategic Plan was developed in 2012 with input from diverse stakeholders including the ETS staff, leaders from departmental business and IT staff, and members of the community in accordance with HRS §27-43. HRS §27-43, requires the Strategic Plan to be updated once every four years and submitted to the Governor and legislature. The Plan was subsequently updated in 2019 and 2021 - with an update due in January 2025.

We would like to thank Governor Josh Green, M.D. for his support in guiding our state's technology efforts.

PURPOSE

The purpose of this Strategic Plan is to:

- Clearly articulate the State Information Technology future vision, mission, strategies, and specific IT-related goals to achieve those strategies.
- Establish a framework for implementation of the plan over the next four years.
- Provide guidance to ETS and department IT organizations to help with alignment throughout the state.
- Create an instrument to support awareness and accountability for all parties to the strategic plan.
- Fulfill the requirement of Hawai'i Revised Statutes §27-43.

METHODOLOGY

An IT Strategy starts with understanding the business context. Alignment with state and department goals and priorities is a key success factor.

The State CIO sponsored a Business Context Discovery Workshop that was facilitated by Info-Tech Research Group. This took place from November 4th to November 8th 2024.

Interview sessions were held with 16 department leaders and staff to gather facts and information about their business priorities in the context of department missions. Through candid and open discussion, leaders shared their focus areas and challenges for the next 4-year planning horizon.

Several key business priorities emerged from these discussions:

Key Shared Business Priorities	Description
Deliver State Priorities & Department Services	While the respective missions of State of Hawai'i Executive Branch departments vary substantially, there is a shared focus on providing efficient and effective services to customers. Commonly, there is an intention to expand and expedite service delivery using automation and digital delivery channels. Departmental initiatives and goals are tied directly to articulated state goals such as emergency response, sustainable growth, environmental responsibility, community resilience, and public safety.
Improve Internal Department Efficiency	Departmental leadership is universally focused on streamlining internal processes and workflows to free up resources and bridge the staffing gaps to enhance and expand services and increase efficiency.
Manage Department Technology Strategically	Departmental leadership acknowledged the critical role that information technology plays in meeting their goals. There is a strong desire to collaborate on strategic technology investments to facilitate information sharing, reduce risk presented by legacy systems, and achieve economies of scale through shared services and contract management.
Make Data-Driven Decisions	Data is central to making informed decisions that lead to positive outcomes. There are interdependencies between the data that departments collect and its use in delivering holistic services. Departments are committed to

Key Shared Business Priorities	Description
	investing in technology platforms that enable appropriate data sharing for improved service delivery and adherence to regulatory requirements - while maintaining appropriate levels of data privacy and security.
Explore & Leverage AI Capabilities	State leadership recognizes the strategic potential of AI to empower employees and automate information and service delivery. Department leaders consistently express advocacy for unified governance of AI to ensure its potential is responsibly realized across the state government.
Leverage Enterprise Shared Services	Departments are eager to take advantage of the expertise and economies of scale that can be accomplished through coordinated investment in key technologies that are commonly desired or used by departments. Leadership identified cybersecurity as a service, software contract negotiation and licensing management, and data-as-a-service (data hub) as top near-term opportunities for shared services. In addition, governance for establishing and deploying AI policy, cybersecurity policy, data sharing agreements, standard technology contract terms and conditions, and IT job role classifications are highly desired.

Leveraging the *mana'o* (meaning knowledge, belief) of department directors, the State CIO sponsored an IT Strategy workshop, held December 3rd to 6th 2024 and facilitated by Info-Tech, which brought IT leadership across the state together to reflect on Governor Green's priorities, the insights provided by departmental leadership, and the state's collective accomplishments toward achieving its current IT strategic plan. IT leadership worked together to identify new priorities and actions to advance the effective use of technology statewide in achieving its goals.

The result is the following updated IT Strategic Plan 2025, which outlines our core vision, mission and values for the State of Hawai'i information technology and our next actions for accomplishing these critical goals.

VISION, MISSION, CORE VALUES

VISION STATEMENT

Transformative information and technology-enriched government that serves all the people of Hawai'i and the 'āina¹

MISSION

Enable technology-enhanced, streamlined business processes, and decisions empowering the state's workforce to serve excellent outcomes for the people of Hawai'i and the 'āina.

EMBODYING THE SPIRIT OF ALOHA

We strive to guide the Strategic Plan through the Aloha Spirit. In 1970, the definition of the "Aloha Spirit" was created by renowned poet, philosopher and treasured kupuna, Pilahi Paki at a Governor's Conference that included Hawaiian elders and non-Hawaiian civic leaders from across the state to grapple with issues facing Hawai'i at the time. Pilahi Paki described the Aloha Spirit as the coordination between mind and heart within each person and are traits that express the charm, warmth and sincerity of Hawai'i's people. Pilahi Paki's definition of the Aloha Spirit was encoded into Hawai'i State law in 1986². It is said that a person cannot do one of the principles without truly doing all and if you are not doing one, you are not doing any. So, to be "living ALOHA" is to live all of the principles.

Acronym	Word	Description
A	Akahai	To feel and to think with kindness
L	Lōkahi	To stand firmly in unity and harmony
O	Olu'olu	To balance your thinking as well as your feelings
H	Ha'aha'a	To be humble; humility expressed with modesty
A	Ahonui	To persevere; learn to apply patience; to be patient you learn to stand along

¹ The 'āina (land) is not just soil, sand or dirt. The 'āina is a heart issue for the people of Hawai'i. The very word 'āina brings forth deep emotion evolved from ancestral times when people lived in nature as an integral part of it. We chose to incorporate the ethical, philosophical, and spiritual aspects not only present in the state's vision and mission statements, but also present in the culture that makes Hawai'i Hawai'i.

² Source of Aloha Spirit Hawai'i Revised Statutes HRS 0005-0007:
capitol.hawaii.gov/hrscurrent/Vol01_Ch0001-0042F/HRS0005/HRS_0005-0007_0005.htm

GUIDING PRINCIPLES

The Strategic Plan is guided by a set of principles that guide and support the operationalization of the Strategic Plan. The principles guide not only what the CIO, ETS and the Strategic Plan stakeholders choose to do, but also what they choose not to do.

Principle	Description
Customer First	We deliver the best experiences to our internal customers and external constituents with our services and products.
Enterprise value & collaboration focus	We aim to provide maximum long-term benefits to the enterprise as a whole while optimizing total costs of ownership and risks.
Fit for purpose	We maintain capability levels and create solutions that are fit for purpose without over engineering them.
Scalable & sustainable	We maximize reuse of existing assets. If we can't reuse, we procure externally. As a last resort, we build custom solutions.
Evidence-based decision making	We empower evidence decision making through the effective use of data and AI in compliance with our data and AI governance policy.
Controlled technical diversity	We control the variety of technology platforms we use.
Managed security	We manage security enterprise-wide in compliance with our security governance policy.
Compliance with laws & regulations	We operate in compliance with all applicable laws and regulations.
Seek innovation & simplicity	We challenge ourselves to use innovative technology to reduce complexity and take the benefit of emerging technologies. We choose the simplest solutions and aim to reduce operational complexity of the enterprise.

IT STRATEGIES

Our strategic IT Goals reflect the seven Strategies necessary to take full advantage of the state’s investments and attain long-term success. To view these strategic IT Goals in the context of the entire IT Strategic Plan, please see the “Strategy on a Page” on page 9.

IT Strategies	IT Goals
Optimize Process Efficiency	<ul style="list-style-type: none"> • Enable and optimize digital services for constituents • Integrate departmental IT planning & IT budgeting • Invest in business process improvement • Digitize towards paperless processes
Improve System Modernization	<ul style="list-style-type: none"> • Improve IT service lifecycle management • Manage IT architecture in each department • Improve IT vendor delivery • Define architecture & technology standards
Maximize the Value of Shared Services	<ul style="list-style-type: none"> • Establish a collaborative statewide shared service strategy • Develop a cost-sharing approach for shared IT services • Manage the statewide IT service catalog • Enable an optimized ERP system to deliver business capabilities
Provide Business Continuity & Resiliency	<p>Identify & mitigate:</p> <ul style="list-style-type: none"> • Risks to end-of-life legacy applications • Continuity risks to paper/non-digital processes • Resiliency risks related to Internet connectivity • Risks to recovery efforts
Build a Modern IT Workforce	<ul style="list-style-type: none"> • Improve HR process & talent acquisition • Develop training, upskilling, & career pathing opportunities • Modernize IT job classifications & pay scales • Develop long-term workforce planning
Enhance Cybersecurity Protection	<ul style="list-style-type: none"> • Protect critical infrastructure & data • Promote inter-departmental collaboration & alignment • Provide cybersecurity training & upskilling opportunities • Define and implement minimum security standards
Optimize the Responsible Use of Data & AI	<ul style="list-style-type: none"> • Protect privacy, ensure security & compliance • Improve quality, accuracy & reliability • Promote accessibility, transparency & interoperability • Ensure equity & ethically responsible use of data & AI

STRATEGY ON A PAGE

State of Hawaii IT Strategic Plan 2025 Strategies and Goals

Vision

Transformative information and technology enriched government that serves all the people of Hawai'i and the 'āina

Mission

Enable technology-enhanced, streamlined business processes, and decisions empowering the state's workforce to serve excellent outcomes for the constituents and the 'āina

Optimize Process Efficiency

- Enable and optimize digital services for constituents
- Integrate departmental IT planning & IT budgeting
- Invest in business process improvement
- Digitize to achieve paperless processes

Optimize the Responsible Use of Data & AI

- Protect privacy, ensure security & compliance
- Improve quality, accuracy & reliability
- Promote accessibility, transparency & inter-operability
- Ensure equity & ethically responsible use of data & AI

Enhance Cybersecurity Posture

- Protect critical infrastructure & data
- Promote inter-departmental collaboration & alignment
- Provide cybersecurity training & upskilling opportunities
- Define & implement minimum security standards

Guiding Principles

- Customer first
- Enterprise value & collaboration focus
- Fit for purpose
- Scalable & sustainable
- Evidence-based decision making
- Controlled technical diversity
- Managed security
- Compliance with laws & regulations
- Seek innovation & simplicity

Build a Modern IT Workforce

- Improve HR process & talent acquisition
- Develop training, upskilling, & career pathing opportunities
- Modernize IT job classifications & pay scales
- Develop long-term workforce planning

Provide Business Continuity & Resiliency

- Identify & mitigate:
- Risks to end-of-life legacy applications
 - Continuity risks to paper/non-digital processes
 - Resiliency risks related to Internet connectivity
 - Risks to recovery efforts

Strategic IT Drivers

- Maximize the use of responsible AI
- Prioritize outcomes over features
- Streamline online & mobile citizen experience
- Zero-trust cybersecurity



Improve System Modernization

- Improve IT service lifecycle management
- Manage IT architecture in each department
- Improve IT vendor delivery
- Define architecture & technology standards

Maximize the Value of Shared Services

- Establish a collaborative statewide shared service strategy
- Develop cost-sharing approach for shared IT services
- Manage the statewide IT service catalog
- Enable an optimized ERP system to deliver business capabilities

BUSINESS-TO-IT ALIGNMENT

The state's IT Strategies are designed to support the key shared statewide business priorities:

Business Priorities Supported	IT Strategies
<ul style="list-style-type: none"> • <i>Deliver State Priorities & Department Services</i> • <i>Improve Internal Department Efficiency</i> • <i>Manage Department Technology Strategically</i> 	<p>Optimize Process Efficiency</p>
<ul style="list-style-type: none"> • <i>Deliver State Priorities & Department Services</i> • <i>Manage Department Technology Strategically</i> 	<p>Improve System Modernization</p>
<ul style="list-style-type: none"> • <i>Manage Department Technology Strategically</i> • <i>Leverage Enterprise Shared Services</i> 	<p>Maximize the Value of Shared Services</p>
<ul style="list-style-type: none"> • <i>Deliver State Priorities & Department Services</i> • <i>Improve Internal Department Efficiency</i> 	<p>Provide Business Continuity & Resiliency</p>
<ul style="list-style-type: none"> • <i>Deliver State Priorities & Department Services</i> • <i>Improve Internal Department Efficiency</i> • <i>Explore & Leverage AI Capabilities</i> 	<p>Build a Modern IT Workforce</p>
<ul style="list-style-type: none"> • <i>Deliver State Priorities & Department Services</i> • <i>Improve Internal Department Efficiency</i> • <i>Manage Department Technology Strategically</i> • <i>Explore & Leverage AI Capabilities</i> • <i>Leverage Enterprise Shared Services</i> 	<p>Enhance Cybersecurity Protection</p>
<ul style="list-style-type: none"> • <i>Make Data-Driven Decisions</i> • <i>Explore & Leverage AI Capabilities</i> 	<p>Optimize the Responsible Use of Data & AI</p>

STRATEGY 1: Optimize Process Efficiency

GOAL 1.1: Enable and optimize digital services for constituents

- Increase both the coverage and the quality of the state's services offered with digital means.
- Provide both web and mobile applications, as appropriate, for accessing the state's services.

GOAL 1.2: Integrate departmental IT planning & IT budgeting

- Establish and maintain departmental IT strategic plans and roadmaps.
- Ensure that all IT expenditures are closely aligned with the departmental strategic IT goals to maximize expected benefits.
- Rank and select IT initiatives based on transparent expected benefits – as well as risks related to legacy technologies.
- Establish and enforce project portfolio management and benefits realization best practices.

GOAL 1.3: Invest in business process improvement

- Budget for establishing business process metrics and identification of sub-optimal processes for both constituent services and the state's internal support processes.
- Identify high-value processes as targets for process improvement and automation.
- Develop technology reference architectures for optimizing the state's internal processes and workflows.

GOAL 1.4: Digitize to achieve paperless processes

- Continue moving the state towards paperless operations.
- Integrate electronic signature approvals when appropriate.

STRATEGY 2: Improve System Modernization

GOAL 2.1: Improve IT service lifecycle management

- Implement standardized IT service lifecycle frameworks.
- Invest in service lifecycle management tooling.

GOAL 2.2: Manage IT architecture in each department

- Prioritize IT architecture management.
- Establish a resource plan for documenting current IT architecture as well as for planning and managing target state IT architecture.

GOAL 2.3: Improve IT vendor delivery

- Enhance project outcomes by standardizing risk management across IT projects, improving vendor delivery quality, and prioritizing critical project management skills.
- Develop policy and guidelines for utilization of contract management and vendor performance management services.
- Streamline policy and practice for utilization of Independent Validation and Verification vendor contracts.

GOAL 2.4: Define architecture & technology standards

- Establish technology reference architecture blueprints for the state's cloud-based IT modernization solutions.
- Establish policy and guidance for the use of reference architectures in IT budgeting and procurement.

STRATEGY 3: Maximize the Value of Shared Services

GOAL 3.1: Establish a collaborative statewide shared service strategy

- Establish a working group and a plan for a statewide shared service strategy.

GOAL 3.2: Develop a cost-sharing approach to shared IT services

- Design a transparent and equitable cost allocation framework that determines how expenses for shared IT services will be distributed among participating departments.

GOAL 3.3: Manage the statewide IT service catalog

- Collaborate statewide to establish a centralized service catalog that clearly defines available shared IT services.
- Invest in appropriate service management tooling.
- Develop a process for continuously evaluating and improving service offerings.

GOAL: 3.4 Enable an optimized ERP system to deliver business capabilities

- Invest in modernizing and optimizing the state's shared ERP system.
- Focus on integration, user accessibility, and scalability to meet evolving state needs.

STRATEGY 4: Provide Business Continuity & Resilience

GOAL 4.1: Identify & mitigate risks to end-of-life legacy applications

- Improve the data quality and completeness of departmental application portfolios.
- Prioritize end-of-life applications for replacement or modernization based on their impact on critical services and associated risks.

GOAL 4.2: Identify & mitigate continuity risks to paper/non-digital processes

- Prioritize analyzing dependencies on paper-based processes.
- Develop strategies to digitize and automate critical workflows, ensuring operational continuity during disasters or disruptions.

GOAL 4.3: Identify & mitigate resilience risks related to Internet connectivity

- Robust internet connectivity is essential to ensuring uninterrupted operations, maintaining interoperable communications platforms, and sustaining emergency support functions.

GOAL 4.4: Identify & mitigate risks to recovery efforts

- Invest in developing a robust disaster recovery plan for all critical information systems.

STRATEGY 5: Build a Modern IT Workforce

GOAL 5.1: Improve HR process & talent acquisition

- Optimize HR processes to attract top IT talent.
- Enhance recruitment strategies to fill critical skill gaps in the IT workforce.

GOAL 5.2: Develop training, upskilling, & career pathing opportunities

- Improve the state's IT training and re-skilling to address current and emerging IT skills needs.
- Create career pathing opportunities to support employee growth and retention.

GOAL 5.3: Modernize IT job classifications & pay scales

- Upgrade IT job classifications and pay scales to reflect market competitiveness and to attract high-caliber professionals.

GOAL 5.4: Develop long-term workforce planning

- Create a long-term IT workforce strategy that anticipates future needs.
- Recognize the continuing shift towards Software as a Service and managed services – and plan for optimal state roles and skills needed.

STRATEGY 6: Enhance Cybersecurity Protection

GOAL 6.1: Protect critical infrastructure & data

- Implement safeguards to protect assets, data, and systems required by department operations to mitigate risks.
- Integrate cybersecurity as a core component of a resilience strategy to prevent, withstand, and recover from cybersecurity incidents, system failures, and natural disasters.

GOAL 6.2: Promote inter-departmental collaboration & alignment

- Develop a culture of shared responsibility to collaborate across all departments and align cybersecurity initiatives with business objectives so that measures are an enabler and not barrier to department goals.

GOAL 6.3: Provide cybersecurity training & upskilling opportunities

- Train employees to recognize and respond to cybersecurity threats, equipping them with knowledge to adopt modern practices, and to stay current with emerging threats and technologies.

GOAL 6.4: Define & implement minimum security standards

- Create a clear and enforceable set of security baselines to appropriately address needs of each department, measure the adoption of prescribed measures, and support remediation efforts to meet or exceed the baselines.

STRATEGY 7: Optimize the Responsible Use of Data & AI

GOAL 7.1: Protect privacy, ensure security & compliance

- Create data classification and masking standards for all data and AI use. Protect data privacy according to Federal and State laws & regulations.

GOAL 7.2: Improve quality, accuracy & reliability

- Establish standards, procedures and tools to manage and improve data quality.
- Define data and AI governance according to data quality to promote trust.

GOAL 7.3: Promote accessibility, transparency & inter-operability

- Catalog state data and integrate master data to enable citizen-centric solutions.
- Establish data sharing standards and recommend tools to improve inter-operability.
- Identify owners of data sets and AI use cases with clearly defined responsibilities.
- Update open data standards to ensure governance & transparency in data & AI use.

GOAL 7.4: Ensure equity & ethically responsible use of data & AI

- Build data and AI governance framework to ensure equity throughout their lifecycle.
- Create an auditing mechanism to ensure equitable and ethical use in data and AI.

IMPLEMENTATION APPROACH

The statewide IT Strategy reflects the collective goals and initiatives of all departments toward a holistic approach to technology investment and management that delivers effective and efficient operations and services. The execution of the plan will occur through a combination of statewide IT governance and continuous collaboration as well as individual departmental actions.

DEPARTMENTAL IT PLANS

A key aspect of the implementation of the state's overall IT strategy is stated in Section (4) of the Hawai'i Revised Statutes §27-43,

“The chief information officer shall work with each executive branch department and agency to develop and maintain its respective multi-year information technology strategic and tactical plans and road maps that are part of the State's overall information technology strategic plans, road maps, and directions.”

It is essential to align the state's overall IT plan with each department's strategic and operational IT plans. With CIO's leadership, ETS and departments will work together to achieve this alignment – and establish living IT plans for all departments, and if deemed necessary, divisions and attached agencies as well.

IT STRATEGY WORKING GROUPS

Each of the seven IT Strategies shall have a Working Group to advance both the statewide governance of each IT Strategy and the implementation of the goals of each strategy within departmental IT plans.

CONCLUSION

The technology leadership of Hawai'i is committed to driving technological excellence and innovation. Our Strategic Plan outlines a clear path forward, focusing on enhancing foundational technologies, transforming legacy applications, delivering new business solutions, driving innovation, and investing in our employees.

Our proactive approach to innovation and close collaboration with our partner departments ensure that we are not only meeting current needs but also anticipating future challenges and opportunities. Through our commitment to operational readiness, resiliency and collaboration, we will continue to adapt to the evolving technology landscape and deliver high-quality digital services and business capabilities to our community.

MAHALO NUI LOA

We would like to extend a very special thanks to everyone who participated in our strategic planning process:

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