HAWAII INFORMATION TECHNOLOGY STRATEGIC PLAN

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

APPROVED AS OF APRIL 25, 2019

BACKGROUND

The Office of Enterprise Technology Services (ETS) was established by Hawaii Revised Statutes §27-43. 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 and reports directly to the governor. A key responsibility of the CIO is to develop, implement and manage the state information technology strategic plan.

The Hawaii Information Technology Strategic Plan was developed with input from stakeholders including the staff at ETS, representatives from departmental business and IT staff, and members of the community. The final plan has been approved by the state Information Technology Steering Committee for implementation.

PURPOSE

The purpose of this Strategic Plan is to:

- Clearly articulate the State Information Technology future vision, mission, strategic priorities, expected outcomes, major initiatives to achieve those priorities, and responsible owners for key plan elements.

- Establish a system for implementation of the plan over the first year and 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 Hawaii Revised Statutes §27-43 and House Concurrent Resolution 94.

VISION, MISSION, VALUES

The Vision, Mission, and Core Values statements that guide the Strategic Plan are listed on the following page:

VISION, MISSION, CORE VALUES

VISION STATEMENT

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

MISSION

Seamlessly blend innovative IT with well-engineered business processes to deliver and support dynamic and sustainable systems that empower our workforce to accelerate excellent outcomes in support of the state's policies, decisions, operations, and services.

CORE VALUES

Aloha	We treat everyone with dignity, respect, and kindness, reflecting our belief that people are our greatest source of strength.
Kuleana	We uphold a standard of transparency, accountability, and reliability, performing our work as a government that is worthy of the public's trust.
Laulima	We work collaboratively with business, labor, and the community to fulfill our public purpose.
Kūlia	We do our very best to reflect our commitment to excellence.
Pono	We strive to do the right thing, the right way, for the right reasons to deliver results that are in the best interest of the public.
Lōkahi	We honor the diversity of our employees and our constituents through inclusiveness and respect for the different perspectives that each brings to the table.
Ho'okumu	We continually seek new and innovative ways to accomplish our work and commit to finding creative solutions to the critical issues facing this state.

*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.

STRATEGIC PRIORITIES

Our IT Strategic Priorities reflect 7 key focus areas necessary to take full advantage of the state's investments and attain long-term success:

Partner for Successful Outcomes	Shape the partnership between government lines of business and IT by creating a standard framework to ensure successful outcomes. ❖ *Team Lead: ETS Enterprise Program Manager*
Expand Statewide Cyber Security Strategy	Expand the statewide cyber security strategy to protect the State's IT infrastructure and constituent data through adoption of cyber security industry best practices across the State's IT systems. ❖ *Team Lead: ETS Chief Information Security Officer*
Enhance the Value of State Data	Maximize the value of State data by designing, implementing and governing State systems for data stewardship, sharing, and public use. ❖ *Team Lead: ETS Chief Data Officer*
Optimize Enterprise Systems	Optimize ETS enterprise systems to leverage the state's investment in centralized IT services. ❖ *Team Lead: ETS Chief Operations Officer*
Extend IT Portfolio Governance	Extend the State IT Governance Model to better align the state's functions with resources and ensure the State follows industry best practices and garners the full benefits of its investments. ❖ *Team Lead: ETS Enterprise Architect*
Implement Dynamic and Sustainable IT Operations	Implement dynamic and sustainable IT operations to ensure business systems are up-to-date and ready to support the current and future needs of business users and citizens at all times. ❖ Team Lead: ETS Chief Governance Officer
Digital Workforce Development	Establish a continuous learning culture and growth mindset to modernize how we work and enable the state to develop and sustain the digital workforce needed in a constantly evolving IT world. ❖ *Team Lead: ETS Personnel Officer*

IMPLEMENTATION

For each of the seven Strategic Priorities, the following objectives will be implemented.

Near-Term Objectives (FY 2020: 12 months)

- Establish a strategy governance process, executive sponsor, charter, program lead, working group, and user groups
- Develop a high-level prioritized reference model for best practices in tactics, techniques, and procedures and begin measurement
- Establish a high-level Capability Maturity Model measurement framework and begin measurement
- Plan & begin implementing change management efforts
- Team Leads begin reporting to IT Steering Committee at each ITSC Meeting

Longer-Term Objectives (FY 2021-2024, Years 2-4)

- Continue to operate Governance process
- Increase successful implementation in prioritized reference model and adjust as necessary
- Capability Maturity Model: Increase level attained and granularity for state, departments and agencies
- Identify & drive next-tier legislative changes/additions
- Adjust the Strategic Plan elements to maintain a current and relevant plan
- Team Leads continue reporting to IT Steering Committee during each ITSC Meeting

Additional Documentation

A reference book of work products developed during the strategic planning process will be used by ETS, the ITSC, team leads and working groups. It is presented as a separate volume that includes situation analysis, workshop notes, and detail for each strategic priority including Microsoft Word and PowerPoint versions.

MAHALO NUI LOA

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

Sarah Allen, State Procurement Office	Douglas Murdock, ETS & Department of Human Services
Tracy Ban, Dept. of Budget and Finance	Todd Nacapuy, ETS
Dwight Bartolome, Dept. of Health	Todd Omura, ETS
Della Au Belatti, House of Representatives	Mike Otsuji, ETS
Kaimana Bingham, ETS	Jennifer Pegarido, ETS
Brian Black, Civil Beat Law Center	Judy Mohr Peterson, Dept. of Human Services
Jennifer Brooks, Office of Information Practices	Capsun Poe, Dept. of Education
Robert Choy, Asst. to Rep. Belatti	Amy Saito, Dept. of Transportation
Mark Clemente, Asst. to Rep. Matsumoto	Steve Sakamoto, Dept. of Health
Brook Conner, Dept. of Education	Merissa Sakuda, Dept. of Business, Economic Development & Tourism
Rachel Faitau, ETS	Clay Sato, Office of the Attorney General
Vincent Hoang, ETS	Ryan Shimamura, Dept. of Human Services
Jodi Ito, University of Hawaii	Stuart Shirai, Dept. of Commerce & Consumer Affairs
Caroline Julian-Freitas, ETS	
Leila Kagawa, ETS	Jussi Sipola, ETS
Jarett Keohokalole, State Senate	Phan Sirivattha, Dept. of Human Services
Arnold Kishi, ETS	Corie Tanida, Common Cause Hawaii (former)
Tiger Li, Office of Hawaiian Affairs	Jaren Tengan, Asst. to Sen. Keohokalole
Lauren Matsumoto, House of Representatives	Ben Trevino, Common Cause Hawaii
Keith Miyamoto, Employees' Retirement System	Donna Tsuruda-Kashiwabara, State Procurement Office

IT STEERING COMMITTEE

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Michael Nishida, First Hawaiian Bank	Marcus Yano, SystemMetrics Corporation
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SPECIAL THANKS TO

Leslie Mullins, Playbook Consulting for facilitating
and
Transform Hawaii Government for sponsorship