



TRANSFORM
HAWAI'I
GOVERNMENT

2022 Annual Report

Submitted January 9, 2023





Table of Contents

- 03 About Transform Hawaii Government
- 04 Board of Directors
- 05 Executive Summary
- 08 Key Pillars of THG
 - 09 Advocate
 - 10 Educate
 - 13 Innovate and Resource
 - 15 Convene and Facilitate
- 18 Social Media Insights
- 20 Appendix

About

Transform Hawaii Government



TRANSFORM
HAWAII GOVERNMENT



Our Vision

A delivery-driven government that enables people, communities, and businesses to thrive.

Our Mission

Catalyze modernization of state government services through people, processes, and technology to help Hawai'i thrive.

Board of Directors



Board Chair
Micah Kāne
*CEO and President
Hawai'i Community Foundation*



Robert Harrison
*Chairman
President and Chief Executive Officer
First Hawaiian Bank*



Randy Perreira
*Executive Director
Hawai'i Government Employees
Association (HGEA)*



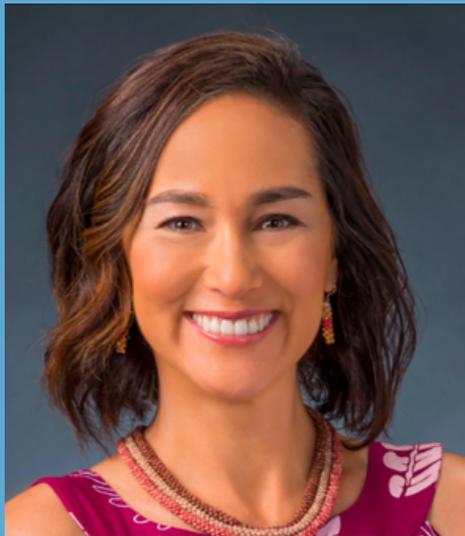
**Board Secretary and
Treasurer**
Michael Mohr
*Founder and Chairman
Comprehensive Financial Management
The Omidyar Group, Hawaii*



Raymond P. Vara, Jr.
*President and Chief Executive Officer
Hawai'i Pacific Health*

Executive Summary

A Message from Executive Director, Christine Sakuda



Aloha!

THG's Board of Directors recognized early on that 2022 would be a critical year for Hawai'i. With the support of the Hawai'i Community Foundation, THG was able to seize new opportunities to fulfill its role as a consistent voice for government modernization this past year.

Elections Yield New Opportunities for THG

It was an election year with major changes in state government. With Gov. David Ige leaving office after two consecutive four-year terms, we knew that we would be welcoming a new governor and lieutenant governor. In addition, all 51 legislative seats were up for election.

Reapportionment redefined the boundaries of legislative districts and gave candidates opportunities to expand their sphere of influence.

It was imperative that THG aggressively reach out to the candidates to ensure the positive momentum underway with the state's modernization efforts continues, or risk having these efforts come to a grinding halt or significantly drop down the state's priority list. A commitment to modernization from our state's top leaders is important for our progress as a state.

A Consistent Voice for Continuity

As an organization that has been the consistent voice for government modernization through changes in administrations and that celebrates bright spots in state

innovation while also uncovering challenges that impede progress, THG believed it was imperative to reach out to the candidates for governor and lieutenant governor to ensure they were aware of the role of THG and our contributions in moving our state forward. It was also an opportunity for THG to reaffirm our commitment to work in collaboration with whomever was elected to office.

Enhanced Communications

To prepare for these important candidate meetings, THG recognized the need to refine its messaging and its accomplishments. THG enlisted the support of Strategic Communication Solutions for overall organizational and thought-leadership positioning and Crystal Clear Communications for social media support.

Advocacy for Systemic Change

In addition, with the support of Hawaii Public Policy Advocates, THG was able to successfully help move a number of legislative initiatives forward, which were ultimately passed into law by Gov. David Ige. Two of the most significant initiatives for THG are the establishment of a chief data officer, a new position that reports to the state chief information officer, and a data task force. They will support data governance and overall data strategy.

Supporting Innovation and Providing Resources

Realizing the state is at a critical junction, THG initiated two comprehensive studies. THG commissioned Anthology Research to conduct interviews with more than 95 leaders in all 18 state departments with several objectives in mind: to document the overall progress of the state's modernization efforts, to quantify what has been accomplished to date, identify specific departmental backbone projects on the horizon, and factors that are hindering the state's progress.

For the second study, THG partnered with the Hawai'i Data Collaborative to gain insights into the data constraints of state government and the challenges of the non-profit provider community and private philanthropic organizations. The findings are also included in this annual report

Educating the State Government Community

Education continued to be a priority in 2022. In partnership with Gartner and the TRUE Initiative, THG hosted roundtable discussions and workshops throughout the year on topics of interest to government transformation leaders, including cybersecurity, data governance, cloud innovation and replacing the aging workforce who have institutional knowledge of legacy systems. These sessions provided opportunities for state leaders to gather virtually and in person to celebrate progress, identify common challenges across state government and identify ways THG can support change management initiatives.

Outlook for 2023

THG is optimistic about 2023. Through our public and private partnerships, we now have a wealth of information to take government modernization to new levels. THG has always stated that government modernization involves much more than updating hardware and software. It is a people-centered process, not an IT process. It involves cultural change and a fresh, new way of thinking and doing the business of government. Adopting a new mindset and new processes must work in tandem with new IT systems for government modernization to take root, grow, and bear fruit for Hawai'i residents.

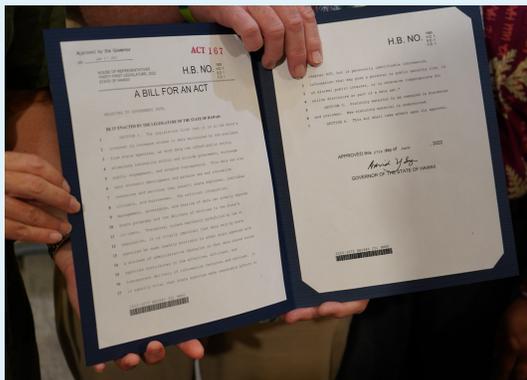
THG envisions playing a critical role in change management processes for the state, while continuing to bring the community together to advocate for systemic change.

Mahalo for everyone's support,
Christine Maii Sakuda
Executive Director



In 2022, THG continued to pursue government modernization in four key pillars:

- 1) Advocacy,
- 2) Education,
- 3) Innovation and resource management and
- 4) Convening and facilitation.



The following pages provide a recap of 2022's major accomplishments in these four key areas.

Advocate



- THG worked with Melissa Pavlicek of Hawaii Public Policy Advocates to track and advocate for several bills during the 2022 Legislative session. THG strongly supported HB 1885 to establish a Chief Data Officer and a Data Task Force within the Office of Enterprise Technology Services. This bill was rolled into the legislature’s finalized state budget (HB 1600), with \$8.7 billion in operating funds, a record amount, and was approved by Gov. David Ige in July 2022. The Chief Data Officer and Data Task Force will help provide a more disciplined approach to data governance and data strategy within state government.
- THG advocated for key broadband and digital equity-related bills through the Broadband Hui, which were signed into law by Gov. David Ige in Jul 2022.
- THG also supported SB3284, which sought to establish a technology services consolidation working group to develop a plan to consolidate state executive branch IT services and staff within five years under the Office of Enterprise Technology Services. This was one of State CIO’s top priorities and was signed into law by Gov. David Ige.
- At the invitation of the State Comptroller, THG Executive Director Christine Sakuda spoke at the Enterprise Financial System project kick-off in February 2022. This speaking engagement led to a similar presentation in March for a legislative informational briefing before 200 stakeholders.



- As part of our advocacy and educational outreach efforts, THG prepared informational handouts and presentations to meet with candidates running for governor and lieutenant governor to brief them about the role of THG, our track record, and commitment to partner with government leaders to facilitate modernization.

Educate



- THG was a major sponsor of the Hawai'i Digital Government Summit, held in person in September 2022. THG Executive Director Christine Sakuda served as a panelist on government modernization and THG had an exhibit that showcased the storyboards used to build the case to support the Enterprise Financial System.
- At the summit, the Center for Digital Government presented Gov. David Ige and State CIO Douglas Murdock with an A-, based on the results of its biennial Digital States Survey, which evaluates information technology practices of all 50 states. It was the first time Hawaii had received such a high grade.
- At the beginning of the year, THG issued a survey to state stakeholders to prioritize work-related issues of interest to them. THG used the collected data to guide its selection of roundtable discussions co-hosted with Gartner.
- In February 2022, in response to the survey results, THG hosted its first roundtable with Gartner titled Data and Analytics: Data Sharing as a Business Necessity. Gartner's Senior Research Director in the Data and Analytics Group, Lyndia Clougherty Jones.
- In June 2022, THG and Gartner collaborated on a second roundtable, titled, Aligning IT Strategy with Your Business Goals, led by Gartner's Principal Advisor Chad Walker.
- In August 2022, THG and Gartner held a third roundtable discussion on Embracing Cybersecurity as a Strategic Business Investment, led by William Candrick, Director Analyst with Gartner's Risk and Security Management Group.

- In November 2022, THG and Gartner held the final roundtable discussion of the year on A Human-Centric Approach to Government IT Challenges, led by Shawn Murphy, Senior Director Analyst with Gartner Research.
- THG was a terabyte sponsor for this year's Hawai'i Annual Code Challenge, allowing THG to serve as a judge along with Gov. David Ige, who made this annual event a priority to support workforce development.
- In December 2022, THG spoke at the Salesforce Innovation Day for Public Sector at the Entrepreneur's Sandbox about government modernization in Hawai'i and see innovation in action through state and national use cases.
- In 2022, THG began issuing monthly e-newsletters and upgraded the content to support the educational efforts of THG. The previous Digital Talk story series ranged from an open rate of 24% to 35%. Under the upgraded Lōkahi banner, the open rate has increased, ranging from 36% to a 47% and the e-distribution list has grown to more than 1,000 subscribers.
- THG also increased its use of electronic communications for targeted communications to selected individuals or groups.
- THG used the earned media to aggressively promote its positions in op-ed commentaries. Executive Director Christine Sakuda issued "Use the Vote to Modernize Government," to encourage government modernization must be a platform issue for the upcoming elections. This was published in the Honolulu Star-Advertiser in May 2022.



November 2022

Modernization is an All-Encompassing Endeavor



Aloha!

Government modernization requires people — people who are qualified to fulfill the duties of a job relating to modernization.

Yet, this simple statement is packed with profound challenges. Qualified IT professionals are in short supply. State government agencies must not only compete with the private sector for talent, but often compete among themselves.

In many cases, experienced IT professionals can also command higher salaries. Although this may put state agencies at a disadvantage, state agencies may be able to offer other benefits such improved work-life harmonization and a sense of purpose, namely public service.

- A second op-ed commentary on how “Modernization renews hope for more effective government,” focused on the need to restore trust in government and voter turnout through government modernization. It was submitted and published in the Honolulu Star-Advertiser in November 2022, the week after the general election.



Modernization renews hope for more effective government

By Christine Mai Sakuda

The general election's 48% voter turnout was about 10% higher than the primary, according to summaries from the Office of Elections. Although the results were encouraging, the turnout for Hawaii's past two general elections was higher at nearly 70% in 2020 and 52% in 2018.

There may be many reasons for this year's lower turnout. Some may still be adjusting to our state's mail-in ballot system. Others may have gotten caught up in the busyness of life and forgot to submit their ballot in time. Still others may have wanted to vote in person, but didn't want to wait in the long lines on Election Day.

Yet, there is a gnawing sense there may also be a deeper underlying issue. If voter turnout is a barometer of the public's trust in government and their confidence that their vote makes a difference,

we have room for improvement. Hawaii is not alone. The American Bar Association's 2022 Survey of Civic Literacy, which evaluated voter sentiment and behavior in a nationwide survey, noted that among those who said they did not vote regularly, nearly a third (31%) said their vote "doesn't make a difference."

Restoring trust in government is a nationwide issue. Last December, President Joe Biden issued "Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government," urging federal agencies to equitably and effectively design and deliver services for all people, including those who have been historically underserved.

ISLAND VOICES



Christine Mai Sakuda is the executive director of Transform Hawai'i Government.

The executive order may have been overshadowed by the Infrastructure Improvement and Jobs Act or the Inflation Reduction Act, perhaps because rebuilding trust in government did not have the same appeal as messages about job creation, climate action and solutions for businesses. However, as the executive order noted,

the annual paperwork burden imposed by federal government agencies exceeds nine billion hours annually, tantamount to a "time tax" that all taxpayers must bear.

We can apply this to our own state. Efforts to modernize our government, based on feedback from Hawaii residents, can renew our hope. When our voices are heard and we can effect positive

change, our trust in government and democratic processes will be restored. This will strengthen the foundation for better civic engagement, policymaking, and program development.

Modernization makes government more responsive and effective. This requires investment in people, processes and information technology. Replacing our state's antiquated legacy systems that have limited functionality alone will not create change.

We must empower state employees with new skills, enhance data governance standards, further streamline government processes, and reinforce a culture of service. These changes will provide the environment necessary to make timelier decisions to better serve the public, with policies and programs that represent the needs of communities across our islands. And they must be done without compromising security and privacy.

Hawaii is poised for more change. Based on the results of a poll commissioned by Transform Hawai'i Government in August 2021, 60% of Hawaii voters either strongly (35%) or somewhat (25%) support using state tax revenue to increase and upgrade the state government's infrastructure so the public can have better online access to state agencies and services, while only a quarter (24%) oppose it either strongly (14%) or somewhat (10%).

The public expects government to be responsive, efficient, accessible, proactive, user-friendly and to operate with aloha. These are the qualities we all want from government. With all of the right components and collaboration, we can make sure everyone in Hawaii thrives. Transform Hawai'i Government is committed to partnering with our state's new government leaders to ensure government modernization remains a priority.

Innovate and Resource



- In July 2022, THG’s Board of Directors approved a research study to understand the state of IT modernization in government. THG worked closely with Anthology Research, a FINN Parnter, to ensure the survey of state leaders would yield valuable, actionable information for THG. The goals of the interviews were to assess modernization efforts in each department and across the state government enterprise, capture major accomplishments over the past 10 years, identify major priorities moving forward, and identify what is needed for successful modernization.
- Anthology will compile the interview results and information gleaned from secondary research for a composite view of modernization in our state. THG plans to share the results with the survey participants to validate what we heard from them. We will then provide a report to leaders in the new administration and the community. THG anticipates this will create opportunities for productive discussions on modernization priorities with a clear understanding of the resources needed to ensure success of the modernization projects that drive towards clear outcomes and community benefit.
- THG partnered with the Hawai’i Data Collaborative to collect information and perspectives from state department directors and deputy directors on the need and use of state data. The purpose of these interviews was to identify data culture and data strategy gaps for service providers and government agencies to collaborate to meet household need. The interviews included questions to inform the Chief Data Officer about departmental priorities.



- In a meeting facilitated by THG in November 2022, the Hawai'i Data Collaborative's Nick Redding, Ph.D., Executive Director, and Thomas Lee, Ph.D., Lead of Strategic Partnerships, presented the key findings to the state leaders who participated in the interviews. The findings validated the concerns for the state and identified possible policies that THG can initiate or support in 2023.
- THG completed its inter-departmental Electronic Contract Review and Approval pilot project to address people and process issues essential for change management. This provided an opportunity for department heads to come together and discuss a collaborative, cross-departmental project and reinforce trust and team-building skills among department directors that could benefit future enterprise-wide projects.
- THG co-sponsored several technology innovation events with the TRUE Initiative to support public-private partnerships that advance the use of modern technology in the workplace, including the first-ever Hawai'i Cloud Innovation Summit in July 2022. The summit, underwritten by DataHouse and Amazon Web Services, convened policy makers, business executives and state employees to explore digital transformation driven by cloud innovation.
- THG made a \$25,000 grant to the Hawai'i Alliance of Nonprofit Organizations to develop the What's in Your Toolkit curriculum, an online resource to help nonprofit organizations and state agencies meet contract and reporting requirements.



Convene and Facilitate



- THG Executive Director Christine Sakuda was elected as Vice Chair of the State IT Steering Committee.
- Throughout 2022, THG met regularly with the Comptroller and the CIO to stay current with departmental needs and progress.
- DLIR Director Anne Perreira-Eustaquio and THG Executive Director Christine Sakuda discussed the need for better communications between the department and its clients. Christine convened a meeting with Director Perreira-Eustaquio and Crystal Yamasaki of Crystal Clear Communications to explore social media strategies that DLIR could implement.
- Through most of 2022, THG Executive Director Christine Sakuda continued to co-host the Broadband Hui meetings. During the legislative session, Hui advocacy was influential in gaining funding for statewide broadband infrastructure.
- THG has begun to refine its coalition-building activities to focus more on ally development to build a stronger business and community case for government transformation, and this will continue in 2023, starting with the need to amplify the voices of state leaders involved with government modernization projects.
- In July, THG partnered with TRUE to co-host the in-person Hawai'i Cloud Innovation Summit at the Hawai'i Convention Center. This event was sponsored by Amazon Web Services and DataHouse. More than 40 of Hawai'i's leaders attended the executive breakfast and over 200 participants attended the all-day Summit to be inspired by digital innovation use cases from around the world.
- In September, THG served as a major sponsor of the Hawai'i Digital Government Summit, which brought government leaders together to explore the different aspects of modernization and use cases in Hawai'i. THG was the only nonprofit community organization that served as a sponsor of this event.

- In September 2022, THG Executive Director Christine Sakuda served as a panelist at the Hawaii State Association of Counties with nonprofit service providers to explore the challenges nonprofits experience as government contractors.
- In October 2022, THG was a major sponsor of the Governor’s Emergency Education Relief (GEER) Summit, which convened representatives of schools, colleges, and other educational entities, including museums and cultural centers, from across the state who Gov. David Ige awarded more than 30 innovation grants totaling \$8.1 million in federal funds. As part of the summit, THG supported a facilitated session to identify and celebrate the successes of the projects and the positive impact they made in the lives of children, families, and entire communities, and explored ways to improve government processes.



Social Media Insights

Goals and Objectives

When Crystal Clear Communications took over social media management in August 2022, the goal was to utilize the accounts to better support and disseminate THG's important work to key audiences including legislators, government employees and partners. Using social media as a tool, the team has worked to create graphics that simplify information in easily digestible "nuggets" so that people – such as legislators – can also highlight the work we are doing and messages we are trying to share. Connecting with legislators, and highlighting the importance of our work, is especially important towards the end of the year as we head into the next legislative session.

To accomplish the goal of reaching our key audiences, we also created, and are working to build, THG's Instagram account as many legislators have accounts on this platform.

Highlights

Over the past five months, the Transform Hawaii Government accounts have shown a significant increase in followers and engagement across all social media platforms including Facebook, Instagram, LinkedIn and Twitter.

Some highlights include:

- 158.8% increase of Facebook engagement
- 5,200% increase of Instagram engagement
- 657.1% increase in followers on LinkedIn and a 73.3% increase in page views and 75% increase in link clicks
- 330.7% increase of Twitter engagements



Top Posts

WORDS YOU USE TO DESCRIBE A MODERNIZED STATE OF HAWAII GOVERNMENT

ACCESSIBLE RESPONSIVE
DIGITAL FORMS ALOHA AINA
PEOPLE-CENTERED MUCH IMPROVED
TRANSPARENCY GROWING LEADERS
EFFICIENT
SUSTAINABILITY IT INVESTMENT
USER FRIENDLY PROACTIVE
FEDRAMP CLOUD

"IF WE ACCEPT CYBER RISK IS AN ON-GOING ENTERPRISE BUSINESS RISK THEN WE QUICKLY REALIZE, THAT WE, AS AN ORGANIZATION, NEED TO HAVE A STRATEGIC PLAN IN PLACE."

– William Candrick, director analyst with Gartner's Risk and Security Management Group

Gartner

NATIONAL VOTER REGISTRATION DAY
September 20, 2022

Are you registered to vote?

If you aren't registered yet, the deadline to send in your mail-in application or to register online to vote in the general election is **October 31, 2022.**

For more information on how to register, visit elections.hawaii.gov.

HAWAII RECEIVES AN A- FROM THE CENTER FOR DIGITAL GOVERNMENT

The Center for Digital Government recently gave Hawaii an A-grade, according to its biennial Digital States Survey, which evaluates information technology practices of all 50 states.

**click to view the full post*

Appendix

Hawai'i Data Collaborative Findings

Theme 1:

Leaders in government are often unable to act on data aspirations

We heard a persistent challenge around data sharing between and within agencies. A lack of trained personnel and need for upgraded technology were two common barriers to data sharing. Beyond technical capacity, many leaders shared a sense of risk aversion, perception that their data isn't of good quality, constant change in department leadership, inadequate standardized data governance, and lack of a data culture as the central inhibitors to effective data sharing opportunities.

Theme 2:

Government data sharing challenges are not always technical in nature

Every leader we spoke with described data culture as key to improving how government leverages data. Most leaders identified several opportunities for State government to improve its data culture. At a high level, some ways in which these leaders have improved the data culture within their own organizations include:

- Leading the development of an organizational data culture by learning existing statutes and enacting change where possible
-
- Shifting the mindset around government data from "our data" to "stewards of data for the public"
- Listening to their workforce to understand the day-to-day tensions under which they operate to obtain buy in for culture change
- "Upskilling" existing civil servants who are affected by updated data systems and evolving processes to ensure they still have a sense of purpose
- Challenging the default mindset of saying "no" to data sharing requests

Appendix

Theme 3:

Broadly recognized that data capacities and culture change go hand in hand

All leaders voiced a desire for State government to enhance data utilization to improve outcomes and impact. Acknowledging their current limitations, leaders shared their data aspirations including: increasing data accessibility, measuring impact of programs through data, increasing data transparency, identifying ways to integrate data systems, and solidifying internal data governance to enable clearer data sharing guidelines.