eHawaii.gov
Portal Strategic Plan
2019-2023

Draft version 2.0

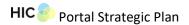June 1, 2019

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Introduction

The 2019–2023 Strategic Plan for eHawaii.gov provides strategic goals, transparency, and direction to the Hawaii community about how the eHawaii.gov portal program will continue to be an innovative, strategic, responsive, and relevant digital government partner organization.

In addition, this plan will help government leaders envision, evaluate, plan and prioritize the digital government opportunities, expectations and innovations that assist in the realization of successful outcomes in both short and long-term timeframes. Each agency, regardless of whether they leverage the program or not, should carefully consider how the eHawaii.gov program and strategic direction in this plan strengths and aligns with their own agency priorities and objectives. The plan presents contemporary and relevant digital government solution trends identified locally and nationally and describes how these trends will affect the direction for digital government management statewide.

The eHawaii.gov program enables agencies to perform more efficiently and fulfill citizen needs, and continues to provide a vehicle for cost effective and innovative solutions. The Portal Manager must ensure that eHawaii.gov program initiatives align with agency priorities, both now and in the future. To meet the needs and expectations of the rapidly changing mobile based citizens of Hawaii, the digital government program and agencies must work together to develop and implement best practice planning and governance processes to ensure responsible and secure around-the-clock access to government.

The State of Hawaii Portal Manager is strategically and tactically positioned to meet the goals in this plan.

Accordingly, this document aligns the following Core Strategic Objectives for 2019–2023 with the requirements of the Internet Portal Manager and Services Provider RFP-08-011 SW. These goals are meant to support state agency business objectives, support the goals of Governor Ige, Hawaii leadership, the Access Hawaii Committee (AHC) and the Office of Enterprise Technology Services (ETS), and help define metrics by which ETS can measure progress.

Mission and Values

Our parent company, NIC, is a public company whose sole purpose is to make government interactions more accessible for everyone through technology. Digital government is our single focus. We helped create this industry 25 years ago, and our passion drives future digital government innovation.

We are driven by our founding principles:

1. To be the best partner government has ever had
2. To be the best place employees have ever worked
3. To be the best investment stockholders have ever made.

0.5 Secure a Long-Term Contract

1. Educate leaders about the benefits of HIC flexible funding model and the enterprise approach
2. Strengthen collaborations and communications with ETS
3. Leverage and grow the numerous strong partner relationships across the State of Hawaii
4. Secure a contract extension in 2019
5. If and when a RFP is released in 2020, win the RFP

01 Grow the <u>eHawaii.gov</u> Program and Services

To continue the portal program success over the past 19 years, the following items should be implemented.

1. **Move to Paperless Government**

Electronic intake and workflow routing of forms are highly efficient and cost-effective processes for both government agencies and citizens.

   a. Identify and prioritize manual paper processes in the Executive Branch
   b. Set fiscal year targets for number of paper forms moved to electronic forms
   c. Standardize data collection approach and data storage
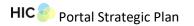   d. Create a Forms Warehouse to intake, store and manage the data

2. **Centralize payment processing and notifications**

Payment processing is an end to end customer experience and merits a standardized and centralized approach.

   a. Develop a centralized payment portal
   b. Develop and implement an easy to use centralized mobile based notification system
   c. Extend payment processing services to state
   d. Propose and influence the conversation on the need for a single payment processing vendor for the State of Hawaii

3. **Broaden and strengthen Customer Service**

Excellent customer service is fundamental to portal success and customers demand convenient, reliable assistance when they need it.

a. Identify ways to serve target and non-target customers, with a focus on target customers. Target customers are customers with high current or future value.
b. Streamline the many intake channels into an operationally efficient and centralized triage approach.
c. Implement new technologies such as voice-to-text, chatbots and artificial intelligence to anticipate, and quickly deliver customer needs.
d. Improve websites - FAQs and leverage specific interaction zones where customers can find answers to their own questions.

4. Develop and propose relevant and efficient new technologies to the State of Hawaii

The world we live in today evolves very quickly, and government must meet growing citizen expectations for service access and delivery.

a. Introduce and implement proven successful NIC Platforms (Gov2Go, Outdoor Recreation, RxGov, YourPassNow) in Hawaii.
b. Implement technologies such as voice-to-text, chatbots and artificial intelligence to anticipate, and quickly deliver customer needs.
c. Continue to partner with state and local government to modernize and improve more government-to-business and government-to-citizen services to better serve businesses and the public, and expand our partnerships.
d. Create an agile working environment that brings people, processes, and technology together and encourages flexibility.
e. Create an annual Vision Planning session with AHC that results in an annual Portal Roadmap.

5. Maintain Essential Services

Sustaining our current services inventory is essential to our ability to achieve growth. We cannot get there by simply launching new services.
a. Maintain and modernize the existing services inventory, as well as implement new technologies (new application framework, mobile responsive design, etc.), to keep pace with emerging technologies and user demands.
b. Analyze current services to determine features not used / areas for improvement.
a. Implementation of marketing tactics to encourage user adoption and growth and increase service awareness.
b. Integrate services with social media.
c. Streamline services to represent a consistent look and feel across the services inventory to include the idea that all services are represented by a single, unified look.

02 Strive for Operational Transparency

Operational transparency will benefit everyone. The following items will clarify requirements that have previously been undefined or unstructured.

1. Cultivate and strengthen relationships with Hawaii ETS to share operational processes, development approaches, challenges and collaboration areas. Initiate ongoing and regular conversations with the Hawaii ETS Security, Service Operations, Governance leads in concert with the Portal Program Manager (PPM).

2. Develop best practice Standard Operating Procedures (SOP) in collaboration with AHC, ETS, and State Procurement Office (SPO).

3. Develop best practice Financial and Performance Reporting Metrics and guidelines for monthly, quarterly, and annual report delivery.

4. Develop, maintain, and regularly review a Portal Roadmap.

5. Apply management techniques to more effectively plan, collect, and deliver information within and outside the portal; process information to better enable partner liaisons and project managers to make more timely and effective business decisions; and preserve information for quick future reference.

03 Closely Align with ETS and State of Hawaii Priorities

As ETS has grown into a formally defined and more highly structured organization, alignment with ETS, AHC and the State of Hawaii priorities is a win-win approach.

1. Broaden PPM meeting scope to include other members of ETS team.and set monthly alignment meetings with key ETS team members. Create a forward-looking structure that enables the portal program to be a true extension of the ETS team.
2. Look for collaborations that provide short term and long-term wins for the Governor, the State of Hawaii, AHC, and ETS.
3. Maintain best practice cybersecurity efforts.
4. Align and support with ETS data initiatives, including best practices data collection, data management, data aggregation and data sharing.
5. Review ETS Department Roadmaps on a quarterly basis to find and explore potential projects that are a good fit with the portal contract and can bring cost effective solutions to the State of Hawaii and County partners.

6. Explore and expand collaborative approaches to Enterprise Systems, including the appropriate level and scope of web services and service catalog.
7. Participate in the search for win-win approaches to identity access management.
8. Develop white label opportunities with ETS and county IT teams when appropriate.

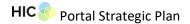# 04 Participate and Give Back to Hawaii

Historically, our presence in our community has been very low key as we have preferred to give the state and county partners as much credit as possible for the eGovernment success. Here are ways HIC can give back to our community.

1. Participate and contribute to the numerous technology conversations in Hawaii.

2. Define and develop areas of excellence where the portal program can directly benefit constituents of the state of Hawaii.

3. Create a competitive internship program in collaboration with the local universities.

4. Plan develop and implement free services annually in collaboration with AHC.

5. Work with AHC, ETS, and the agencies to create cross-functional teams with different responsibilities working towards a common goal.

6. Position the portal program as an innovation center, both locally and on the national landscape.

05 Proposed Projects 2019-2021

Looking forward, there are numerous opportunities to improve the delivery of government services to the citizens and businesses of Hawaii. These opportunities are both large and small, complex and easy. Beyond the many projects listed in the ETS Department Roadmaps on Sharpcloud, here is a preliminary list of proposed projects:

1. **SOW Warehouse** – create repository for all Statement of Work documents to be housed in a single location that can be accessed by AHC, ETS, agencies, and the general public as needed.

2. **Portal Redesign** – Update and refresh the eHawaii.gov portal.

3. **Forms Warehouse** – create single repository for all government forms still using paper or PDF versions. Repository will handle information submitted, payments (if needed), simple workflow routing, approval/denials, and electronic notifications.

4. **Camping System Upgrade** – design and deliver an updated State and County camping system that leverages NIC's Outdoor Recreation platform.

5. **State Calendar Redesign** – design and deliver an updated State Calendar system to provide statewide users a contemporary and better end-to-end customer experience.

6. **NIC RxGov** – Explore and deliver functionality overlays as needed on DOH Appriss system and/or evaluate replacement of the current system with a best-of-breed solution.

7. **DOE Online Lunch Payments System** – Quickly pilot and implement an electronic payments process to end the paper check process currently in use to accept lunch payments at many DOE schools.

8. **Executive Branch use of Gov2Go** Platform – Evaluate and approve Gov2Go as the primary notification platform for use by any agency.

9. **Judiciary/County use of Gov2Go Platform** - Evaluate and approve Gov2Go as the primary notification platform for use by the Judiciary and any county agency.

10. **Executive Branch use of Payment Portal** Platform - Evaluate and approve Gov2Go as the primary payment platform for use by any agency.

11. **Judiciary/County use of Payment Portal Platform** - Evaluate and approve Gov2Go as the primary payment platform for use by Judiciary and any county agency.

12. **Vacation Rentals System** – Develop, manage, and implement a rapid and no-cost centralized solution to the State and Counties of Hawaii to resolve the Vacation Rentals concerns.

13. **Homeless App** - Develop, manage, and implement a rapid and no-cost centralized mobile based solution to the State and Counties of Hawaii to deliver relevant and timely information to the State of Hawaii's homeless population.