



## **Information Technology Steering Committee (ITSC) Meeting**

**July 10, 2025, 11:30 a.m. to 1:00 p.m.**

1151 Punchbowl Street, Conference Room B-30, Honolulu, Hawaii 96813

This meeting will be conducted remotely. Members of the public may participate via interactive conference technology (ICT) or in person at the physical meeting location indicated above.

[Click here to join the meeting](#)

Meeting ID: 266 022 347 355 9

Passcode: 3A3iF7M7

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Phone Conference ID: 346 838 939#

### **AGENDA**

I. Call to Order; Roll Call

II. Public Testimony

Individuals may provide oral testimony at the meeting or submit written testimony in advance, via e-mail to [ets@hawaii.gov](mailto:ets@hawaii.gov), Subject: *ITSC Testimony*, or deliver to 1151 Punchbowl Street, B10, Honolulu, HI, 96813. Oral testimony will be limited to three minutes per person or organization per agenda item.

III. Review and Approve the March 14, 2025, Meeting Minutes

IV. Post Legislative Session Updates

a. Provide an update on the bills that affect the Office of Enterprise Technology Services (ETS) office.

i. S.B. 742, C.D. 1 – Relating to Data Sharing

ii. H.B. 934, C.D. 1 – Relating to the Hawaii Broadband and Digital Equity Office

iii. S.C.R. 135, S.D. 1 and S.R.114, S.D. 1 – Urging all State Departments to Partner with the Office of Wellness and Resilience for Secure and Appropriate Data Sharing Agreements

V. IT Consolidation Plan Update

a. Provide an update on the progress of the IT Consolidation Plan development and discuss ITSC participation.

VI. IT Steering Committee (ITSC) Priorities

- a. Discuss priorities the ITSC will focus on in 2025 and have an open discussion referring to the posted IT Strategic Plan and the Consolidation Report.
- b. Provide a status update on a state enterprise project at each ITSC meeting, such as:
  - i. Department of the Attorney General (ATG) CSEA Keiki Re-platform Off Mainframe Project
  - ii. Department of Commerce and Consumer Affairs (DCCA) Business Registration Modernization (BRM) Project
  - iii. Department of Health (DOH) Behavioral Health Administration (BHA) Integrated Case management System Project
  - iv. DOH BHA Alcohol and Drug Abuse Division (ADAD) Inspire-Plus Case Management Solution Project
  - v. Department of Human Services (DHS) Systems Modernization Project
  - vi. DHS Med-Quest Health Analytics Program (HAP)
  - vii. DHS Child Welfare Services Branch HI-Thrive Modernization Project
  - viii. Department of Labor and Industrial Relations (DLIR) Hawaii Unemployment Insurance Modernization (HUI Huaka`i) Project
  - ix. Department of Transportation (DOT) - Highways Financial Management Systems Project

VII. Good of the Order

- a. Announcements
- b. Next Meeting: August 28, 2025

VIII. Adjournment

This interactive conference technology meeting will allow closed caption transcription to be activated by participants.

The ITSC meeting packet will be available at <https://ets.hawaii.gov/it-steering-committee/>.

Auxiliary Aid or Accommodation Due to a Disability

If you require an auxiliary aid/service or other accommodation due to a disability, contact Joanna Lee at (808) 586-6000 or email [ets@hawaii.gov](mailto:ets@hawaii.gov) as soon as possible. Requests made as early as possible have a greater likelihood of being fulfilled. Upon request, this notice is available in alternate/accessible formats.



**Information Technology Steering Committee (ITSC)**  
March 14, 2025, Meeting minutes  
Remote Meeting via Interactive Conference Technology  
1151 Punchbowl Street, Conference Rm. B-30, Honolulu, HI

**DRAFT**

Members Present

Christine Sakuda, Chair, CIO, Office of Enterprise Technology Services (ETS)  
Senator Sharon Moriwaki, State Legislature  
Eugene Chang, IEEE Computer Society, Hawaii Chapter  
Arnold Kishi, Center for Internet Security, MS-ISAC  
Benson Choo, Finance Factors  
Michael Nishida, First Hawaiian Bank  
Mai Nguyen Van, Judiciary  
Bill Kumagai, Transform Hawaii Government (THG)  
Garret Yoshimi, University of Hawaii  
Amy Peckinpugh, Hawaii State Department of Education

Members Excused

Representative Kyle Yamashita, State Legislature  
Marcus Yano, CBTS Hawaiian Telcom  
Joel Kumabe, Ohana Pacific Health

Staff

Candace Park, Deputy Attorney General  
ETS: Joanna Lee, James Gonser, Kelli Wang, Todd Omura, Tom Ku, Juha Kauhanen, Jussi Sipola, Brian Frey

Guests

Michelle Chrissy Kuahine  
18084260000 (Unverified guest)  
Lynn Finnegan  
Burt Lum  
Cody Rex  
Sean McLaughlin, Media Council  
Chung Chang, DBEDT - HBDEO

I. Call to Order; Roll Call

The meeting was called to order at 3:00 p.m. Quorum was established and roll call taken.

II. Public Testimony

Sean McLaughlin introduced himself as someone involved in media access and broadband access, mentioning his role with the Public Utilities Commission and the California Teleconnect Fund. He also expressed his support for the IT Steering Committee (ITSC) and offered his assistance in their efforts, emphasizing his interest in digital equity and efficient government.

III. Legislative Updates

- a. Provide an update on the bills the Office of Enterprise Technology Services (ETS) is tracking and GM 641 regarding Christine Sakuda confirmation.

Chair Sakuda informed the committee about Governor's Message 641 (GM 641), regarding her confirmation as Chief Information Officer (CIO), mentioning the public hearing that was held in the Senate and expresses her gratitude to all the support and encouragement she has received. Chair Sakuda emphasized the critical role of the ITSC in supporting the CIO and advancing the state IT strategic plan.

James Gonser, ETS Public Information Officer, updates the Committee on the bills that ETS is tracking. The legislature just passed halfway and out of the 3172 bills submitted, 762 or about 24% of them are still alive.

1. The budget bill is something ETS is tracking and it just moved from the House to the Senate.
2. H.B. 934 relating to the Hawaii broadband and digital equity office. Transfers the Hawaii Broadband and Digital Equity Office from DBEDT to ETS within DAGS.

Member Kishi inquired about the potential increase in workload for the ITSC due to the broadband bill. Gonser explained that overseeing four employees from the broadband office would require outreach to the community, an area where ETS lacked experience, and the hope is that the Broadband Office will be able to oversee these. Chair Sakuda and Vice Chair Yoshimi reiterated the need for adequate funding to support any new initiatives.

Member Nishida questions if the reason behind the office moving is for ETS, as a technology group, to help move the broadband initiatives forward. Vice Chair Yoshimi explains that the move is a consolidation initiative in hopes that it will bring the governance of the elements together, brought forth by the Lieutenant Governor.

Guest Sean McLaughlin commented that the Lieutenant Governor offered in her testimony to provide the legislature with an overview of broadband related activities of all State departments. McLaughlin believes that it is important that this information is shared with the ITSC.

3. S.B. 742 relating to data sharing. Establishes a Data Sharing and Governance Working Group within ETS. The Working Group shall consist of eighteen members and will review the adequacy of departmental data sharing and recommend an ongoing data-sharing governance structure.

#### IV. Consolidation Plan Update

- a. Provide an update on the State IT Consolidation Preliminary Progress Report and Recommendations.

Chair Sakuda emphasized the importance of collaboration with departments to optimize resource utilization and improve service quality while enhancing cybersecurity and regulatory compliance

Juha Kauhanen, ETS Business Architect, presented the consolidation plan's goals, emphasizing the importance of shared services and the need for collaboration with department leaders to create a meaningful plan.

- Act 179 (SLH 2022) established a phased consolidation of Executive Branch IT services to improve efficiency, cybersecurity, resource optimization, and regulatory compliance.
- Act 173 (SLH 2024) expanded requirements including critical systems categorization, hosting standards, and IT workforce strategies.
- Goals:
  - Improved efficiency and service quality
  - Optimized resource utilization
  - Enhanced cybersecurity and compliance
- Final comprehensive plan due December 2025 for 2026 legislature.

Kauhanen outlined the principles guiding the consolidation effort focusing on delivering value rather than merely consolidating for its own sake.

1. Strategic consolidation based on value and departmental needs
2. Respect departmental autonomy while optimizing statewide services
3. Evolve departmental IT roles toward strategic business enablement
4. Continual rationalization and optimization

The working group composition would include both IT leadership and business leaders from departments to ensure comprehensive input. The brief approach for 2025 planning:

1. Working group oversight: progress reviews and strategic decision-making.
2. Executive-level participation in the working group: ensure alignment with departmental priorities, strengthen strategic oversight and accountability, and enable executive-level ownership and buy-in.
3. ETS work: create workshop materials and frameworks, draft deliverables, and finalize report and plan based on input and feedback.
4. Collaborative planning and working sessions: large scale workshops and focused sessions per subject matter.

Member Kumagai questions the role and level of interaction for the ITSC. Will the committee monitor or guide along the way?

Chair Sakuda responds that the ITSC advises the CIO and ETS on significant initiatives, including the state IT strategic plan and Chair Sakuda acknowledges the need for clarity in the committee's role to avoid wasting members' time and stresses the importance of ongoing communication and input from ITSC members as plans progress throughout the year, ensuring adherence to sunshine rules and proper engagement. Guest Kauhanen comments that in Act 179 (SLH 2022), the CIO may invite anyone to join the working group in addition to the departments assigning one member each.

Member Chang expressed the need for materials to be presented earlier to the committee, emphasizing that late comments are less useful.

Chair Sakuda acknowledged the late distribution of meeting materials but assured that efforts would be made to send out the agenda and packet a week in advance for better preparation.

V. IT Steering Committee (ITSC) Priorities

- a. Discuss priorities the ITSC will focus on in 2025 and have an open discussion referring to the posted IT Strategic Plan and the Consolidation Report.

Christine opened the discussion on ITSC priorities for 2025, with members expressing interest in supporting cost-sharing, efficiencies, and improving vendor and contract management. The ITSC advises the CIO and ETS on significant initiatives, including the state IT strategic plan. Chair Sakuda acknowledges the need for clarity in the committee's role to avoid wasting members' time and stresses the importance of ongoing communication and input from ITSC members as plans progress throughout the year, ensuring adherence to sunshine law and proper engagement.

Member Peckinpugh expressed interest in improving vendor and contract management, which she identified as a weakness in the Department of Education. Member Peckinpugh emphasized the importance of collaborative discussions to address these needs and suggested that resources could be shared among departments. Chair Sakuda acknowledged Amy's insights and proposed creating a subgroup within the ITSC to further explore these issues and engage with ETS leadership.

Member Chang commented on the significance of framing project opportunities early in the process to avoid missing crucial insights and to enhance project outcomes. Member Kumagai raises concerns about the limitations in vendor and contract management due to statutory constraints, suggesting the need for collective wisdom to navigate these challenges.

Member Kishi notes the group's consensus on contributing within the constraints of the Sunshine law, highlighting the possibility of collaboration without formal meetings. Member Kishi suggests that individuals can engage in discussions and support

initiatives while adhering to legal requirements, emphasizing the importance of early involvement and harnessing enthusiasm for collective efforts.

Member Choo expresses his struggle with adding value and suggests that documenting opinions and measurements could enhance their contributions and emphasizes the importance of sharing experiences to manage risks and provide oversight. Chair Sakuda inquires about specific interests, particularly in areas like IT and vendor management and proposes sending information to the committee for feedback on policies or guidelines, indicating a collaborative approach to improve processes. Continuing the comment, member Chang highlighted the need for quantitative goals in the documents reviewed, expressing concern over their lack of measurable metrics. Chair Sakuda acknowledged this issue, stating that the ETS team aims to establish higher-level plans with actionable metrics to facilitate measurement and evaluation.

Member Peckinpugh highlights the difficulties faced in negotiating with vendors due to existing procurement rules, which can lead to misunderstandings about project scopes and requirements. There is a call for reviewing and possibly revising statutes and administrative rules surrounding procurement to allow for more flexibility and improved results in vendor relations and project execution.

The document discusses the challenges faced in procurement processes, particularly regarding contract negotiations where terms are often non-negotiable. Member Nguyen Van highlights the inefficiencies and time wasted during the challenges faced in procurement processes, particularly regarding contract negotiations where terms are often non-negotiable. Chair Sakuda expresses similar struggles with specific contracts, such as those for the state of Hawaii. It is noted that the importance of addressing these issues to improve vendor management and contract handling.

Vice Chair Yoshimi suggests involving Bonnie from SPO to explore engagement strategies. Chair Sakuda emphasizes the need to address vendor contract management as a critical action item and invites ITSC members to participate in discussions related to the IT consolidation plan and strategic initiatives. The conversation stresses the importance of maximizing collaboration opportunities between ITSC and other stakeholders.

VI. Good of the Order

a. Announcements

Chair Sakuda announced the upcoming second annual Data and AI Summit in May being held at the Prince Hotel and encouraged ITSC members to attend.

b. Next Meeting: May 22, 2025

VII. Adjournment

Chair Sakuda called for adjournment. With no objections, the meeting was adjourned at 4:19 p.m.



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# A BILL FOR AN ACT

RELATING TO DATA SHARING.

**BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF HAWAII:**

1       SECTION 1. The legislature finds that Hawaii is facing an  
2 affordability crisis, which is pushing more young adults and  
3 families to relocate out of State. The United States Census  
4 data shows that from 2020 to 2022, the State experienced an  
5 average net loss of 8,429 residents per year due to  
6 out-migration, continuing a trend of population decline. As the  
7 State with the highest cost of living in the nation and a  
8 limited housing market, residents often struggle to get by, even  
9 when they are employed. Forty-two per cent of residents are  
10 unable to afford basic necessities and secure jobs that pay a  
11 sustainable wage, and fifty-seven per cent of Hawaii's college  
12 graduates are underemployed five years after graduation.

13       The legislature further finds that state leaders have  
14 identified better access, analysis, and sharing of data as a key  
15 strategy to effectively address the affordability crisis.  
16 California, Colorado, and Washington have reformed their data  
17 systems to increase cross-agency collaboration and governance,



1 bringing coherence to a complex web of different and siloed data  
2 systems, saving money, and bringing stronger visibility and  
3 collaboration around their needs. In these and other states, a  
4 centralized agency coordinates efforts to translate data between  
5 state departments and convenes partners and stakeholders to  
6 promote transparency and collaborative decision making.

7 The legislature additionally finds that the State has many  
8 foundational elements for the effective use of data, including a  
9 chief data officer and the Hawaii Data eXchange Partnership.

10 However, while some departments are required to share data,  
11 existing law does not identify a centralized coordinating agency  
12 or office for this work, nor does it include guidelines around  
13 operations and reporting found in exemplar state models. This  
14 limits the analyses available to decision makers that could be  
15 improved through streamlined data sharing. For example, the  
16 Hawaii Data eXchange Partnership is currently unable to identify  
17 Hawaii public school graduates in Hawaii's workforce if they  
18 attended college out of state or at a private college, joined  
19 the military, or directly entered the workforce. This means  
20 that the State is unable to account for a significant number of  
21 young adults as they enter a critical point of their lives. For



1 policymakers, this knowledge gap highlights the difficulty in  
2 assessing whether investments in career pathways at the K-12  
3 level are enabling graduates to attain a living wage in the  
4 State. With a centralized agency to help match graduate records  
5 between the department of education and the department of labor  
6 and industrial relations, these information gaps could be  
7 directly addressed.

8 The legislature also finds that establishing a data sharing  
9 and governance working group within the office of enterprise  
10 technology services is an important step for ensuring more  
11 effective, efficient, and impactful collaboration among state  
12 agencies and stakeholders.

13 Accordingly, the purpose of this Act is to establish a data  
14 sharing and governance working group within the office of  
15 enterprise technology services to be chaired by the chief  
16 information officer.

17 SECTION 2. (a) There is established within the office of  
18 enterprise technology services a data sharing and governance  
19 working group.

20 (b) The data sharing and governance working group shall:



(1) Review the adequacy of the departmental data sharing pursuant to section 27-7, Hawaii Revised Statutes, and the data task force pursuant to section 27-44, Hawaii Revised Statutes, in addressing the State's capabilities with regard to data sharing, with focus areas including:

(A) The ability of the data exchange partnership to address gaps in data collection, including high school to workforce data, federal employment data, and self-employment data;

(B) Existing barriers to seamless and frequent cross-departmental data sharing;

(C) Alignment between existing data-sharing efforts and relevant strategic plans from state and county governments, including the public education system, university of Hawaii, and workforce development council;

(D) The ability for unemployment compensation wage record systems to include occupation, pay rate, and work location;



1 (E) Gaps in resources and personnel to effectively  
2 collect, share, analyze, and disseminate findings  
3 from data; and

4 (F) Needs relating to technology upgrades, data  
5 interoperability, and modernization initiatives;  
6 and

7 (2) Recommend an ongoing data-sharing governance structure  
8 that:

9 (A) Identifies a centralized coordinating agency to  
10 ensure effective cross-agency direction,  
11 collaboration, and accountability;

12 (B) Establishes formal governance structures and  
13 timelines for interagency collaboration and  
14 data-sharing protocols;

15 (C) Provides a unified, consistent source of  
16 information or analysis for policy development  
17 and implementation;

18 (D) Develops a framework to guide current management  
19 and future improvements;

20 (E) Details a process for developing and prioritizing  
21 research questions transparently and inclusively;



(F) Details a process for disseminating actionable insights to a broader range of stakeholders, including philanthropic organizations and public-private partnerships;

(G) Identifies opportunities to enhance the relevance and usability of system outputs for stakeholders, including policymakers and the public;

(H) Supports the creation of public-facing, accessible dashboards;

(I) Develops guidelines for stakeholders related to the use of artificial intelligence; and

(J) Includes mechanisms to prioritize and address stakeholder feedback.

(c) The data sharing and governance working group shall comprise the following members or their designees:

(1) The chief information officer, who shall serve as the chairperson of the working group;

(2) One representative of the judiciary, to be appointed by the chief justice of the supreme court;

(3) The superintendent of education;

(4) The director of human services;



- 1 (5) The director of health;
- 2 (6) The director of business, economic development, and
- 3 tourism;
- 4 (7) The director of labor and industrial relations;
- 5 (8) The director of transportation;
- 6 (9) The director of the executive office on early
- 7 learning;
- 8 (10) The chairperson of the workforce development council;
- 9 (11) The executive director of the Hawaii p-20 partnerships
- 10 for education;
- 11 (12) The director of the office of planning and sustainable
- 12 development;
- 13 (13) The president of the university of Hawaii;
- 14 (14) The executive director of the Hawaii state commission
- 15 on the status of women;
- 16 (15) Two members representing nonprofit organizations
- 17 having experience in data sharing and governance, of
- 18 which one member shall be chosen and invited by the
- 19 speaker of the house of representatives and one member
- 20 shall be chosen and invited by the president of the
- 21 senate; and



1 (16) Two members representing for-profit business  
2 organizations having experience in data sharing and  
3 governance, of which one member shall be chosen and  
4 invited by the speaker of the house of representatives  
5 and one member shall be chosen and invited by the  
6 president of the senate.

7 (d) The data sharing and governance working group shall  
8 select members for and convene one or more advisory groups to  
9 solicit input from a diverse range of stakeholders, including:

- 10 (1) Students and parents;  
11 (2) Labor and workforce organizations;  
12 (3) Business and industry representatives;  
13 (4) Equity and social justice organizations;  
14 (5) Researchers and privacy experts; and  
15 (6) Early education experts, school districts, and charter  
16 schools.

17 (e) The office of enterprise technology services may  
18 contract with an administrative facilitator to provide necessary  
19 support for the data sharing and governance working group in  
20 carrying out its duties.





1 (f) The members of the working group shall serve without  
2 compensation, but shall be entitled to reimbursement for  
3 expenses, including travel expenses, necessary for the  
4 performance of their duties.

5 (g) The data sharing and governance working group shall  
6 submit a report of its findings and recommendations, including  
7 any proposed legislation, to the legislature no later than  
8 twenty days prior to the convening of the regular session of  
9 2027.

10 (h) The data sharing and governance working group shall  
11 cease to exist on June 30, 2027.

12 SECTION 3. This Act shall take effect on July 1, 2025.



**Report Title:**

Office of Enterprise Technology Services; Data Sharing and Governance Working Group; Report

**Description:**

Establishes a Data Sharing and Governance Working Group within the Office of Enterprise Technology Services. Requires a report to the Legislature. (CD1)

*The summary description of legislation appearing on this page is for informational purposes only and is not legislation or evidence of legislative intent.*



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# A BILL FOR AN ACT

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RELATING TO THE HAWAII BROADBAND AND DIGITAL EQUITY OFFICE.

**BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF HAWAII:**

1       SECTION 1. Chapter 27, Hawaii Revised Statutes, is amended  
2 by adding a new part to be appropriately designated and to read  
3 as follows:

4                               **"PART       .   BROADBAND OFFICE**

5       **§27-A Definitions.** As used in this part:

6       "Broadband" means high-speed internet access that is always  
7 on, including mobile and fixed technologies.

8       "Digital equity" means a condition in which all individuals  
9 and communities have the information technology capacity needed  
10 for full participation in society, democracy, and the economy.

11       **§27-B Broadband office; establishment; strategic broadband**  
12 **coordinator; staff.** (a) There is established the broadband  
13 office within the department of accounting and general services  
14 for administrative purposes only.

15       (b) Without regard to section 26-34, the governor shall  
16 appoint a strategic broadband coordinator, who shall be exempt  
17 from chapter 76, to head the broadband office.



1       **§27-C Broadband office; duties.** In furtherance of the  
2 State's objectives and policies for the economy pursuant to  
3 section 226-10.5, the broadband office shall:

4       (1) Develop and implement specific strategies and plans to  
5           aggressively increase broadband affordability,  
6           penetration, and competitive availability in the  
7           State;

8       (2) Support the efforts of both public and private  
9           entities in the State to enhance or facilitate the  
10          deployment of and access to competitively priced,  
11          advanced electronic communications services, including  
12          broadband and its products and services and internet  
13          access services of general application throughout the  
14          State;

15       (3) Promote the landing of trans-Pacific submarine cable,  
16          including the development of a shared access cable  
17          station and associated terrestrial connectivity to  
18          reduce barriers to fiber landing in the State;

19       (4) Promote, advocate, and facilitate the implementation  
20          of the findings and recommendations of the Hawaii  
21          broadband task force established by Act 2, First



- 1 Special Session Laws of Hawaii 2007, and the 2020  
2 Hawaii Broadband Strategic Plan;
- 3 (5) Support the findings of community-based groups as  
4 reflected in its digital equity declaration;
- 5 (6) Administer grant programs in support of broadband  
6 infrastructure, innovation, and the digital economy;
- 7 (7) Actively seek out funding from public and private  
8 sources in furtherance of the office's duties pursuant  
9 to this section; and
- 10 (8) Provide a repository, aggregation point, and  
11 governance framework for broadband mapping and digital  
12 equity data from various sources, including digital  
13 literacy, telehealth, distance education, internet  
14 accessibility, and service coverage to support  
15 mapping, reporting, infrastructure deployment, and  
16 data-driven policy.

17 **§27-D Broadband planning and coordination; cooperation.**

- 18 (a) The broadband office shall:
- 19 (1) Seek input and the widest possible cooperation from  
20 public and private agencies and individuals to achieve  
21 the purposes of this part;



- 1           (2) Work closely with and assist the counties in the  
2           promotion of coordinated state and county broadband  
3           planning;
- 4           (3) Encourage every state department, county agency, and  
5           other public or private agencies and individuals  
6           involved in broadband programs to participate in the  
7           activities of the office and incorporate, to the  
8           extent feasible, the ideas and suggestions of the  
9           participants in the office's comprehensive planning  
10          goals;
- 11          (4) Monitor the broadband-based development efforts of  
12          other states and nations in areas such as business,  
13          education, and health;
- 14          (5) Advise the department of accounting and general  
15          services on other states' best practices involving  
16          policies and strategies related to making affordable  
17          broadband services available to every home and  
18          business in the State;
- 19          (6) Monitor broadband-related activities at the federal  
20          level;



(7) Encourage public-private partnerships to increase the deployment and adoption of broadband services and applications;

(8) Monitor regulatory and policy changes for potential impact on broadband deployment and sustainability in the State; and

(9) Advise the comptroller on broadband deployment.

(b) Nothing in this section shall be construed to delegate, or detract in any way from, the functions, powers, and duties conferred by law or rule on any department or agency of the State or county.

**§27-E Broadband revolving fund.** (a) There is established in the state treasury the broadband revolving fund to be administered by the broadband office, into which shall be deposited:

(1) Proceeds of leases of broadband infrastructure owned by the State;

(2) Appropriations by the legislature to the revolving fund; and

(3) Gifts, donations, and grants from public agencies and private persons.



1 All interest earned or accrued on moneys deposited into the  
2 revolving fund shall become a part of the revolving fund.

3 (b) Moneys in the broadband revolving fund shall be used  
4 for:

5 (1) Supporting broadband projects, excluding the  
6 deployment of broadband infrastructure for the  
7 provision of retail service;

8 (2) Defraying the cost of internet services; and

9 (3) Funding positions for personnel to provide technical  
10 assistance to the community.

11 (c) Expenditures from the broadband revolving fund shall  
12 be made by the broadband office, advised by the information  
13 technology steering committee and subject to prior approval by  
14 the comptroller."

15 SECTION 2. Chapter 206S, Hawaii Revised Statutes, is  
16 repealed.

17 SECTION 3. Section 440G-11.5, Hawaii Revised Statutes, is  
18 repealed.

19 ~~["§440G-11.5 Other duties of the director; broadband~~  
20 ~~services. (a) In conjunction with broadband services, the~~  
21 ~~director shall:~~





- ~~(1) Promote and encourage use of telework alternatives for public and private employees, including appropriate policy and legislative initiatives;~~
- ~~(2) Advise and assist state agencies, and upon request of the counties, advise and assist the counties, in planning, developing, and administering programs, projects, plans, policies, and other activities to promote telecommuting by employees of state and county agencies;~~
- ~~(3) Support the efforts of both public and private entities in Hawaii to enhance or facilitate the deployment of, and access to, competitively priced, advanced electronic communications services, including broadband and its products and services and internet access services of general application throughout Hawaii;~~
- ~~(4) Make recommendations to establish affordable, accessible broadband services to unserved and underserved areas of Hawaii and monitor advancements in communications that will facilitate this goal;~~



- ~~(5) Advocate for, and facilitate the development and deployment of, expanded broadband applications, programs, and services, including telework, telehealth, and e-learning, that will bolster the usage of and demand for broadband-level telecommunications;~~
- ~~(6) Serve as a broadband information and applications clearinghouse for the State and a coordination point for federal American Recovery and Reinvestment Act of 2009 broadband-related services and programs; and~~
- ~~(7) Promote, advocate, and facilitate the implementation of the findings and recommendations of the Hawaii broadband task force established by Act 2, First Special Session Laws of Hawaii 2007.~~

~~[(b)] The director shall submit an annual report to the legislature, no later than twenty days prior to the convening of each regular session, on the department's efforts to use broadband and its products and services to develop and expand telework initiatives, including telework participation levels and trends of both private and public sector employees in Hawaii.~~



~~[(c)] The department of commerce and consumer affairs shall report annually to the legislature, no later than twenty days prior to the convening of each regular session, on the receipt and expenditure of federal moneys from the American Recovery and Reinvestment Act of 2009, and moneys from other federal appropriation measures or applicable federal acts, for the purposes of purchasing broadband facilities, services, or equipment or for entering into contracts for broadband-related projects by all state agencies for all state agencies approval.~~

~~[(d)] Pursuant to [section] 440G-12(d), the director may appoint and employ engineers, accountants, attorneys, and professional, clerical, stenographic, or other assistants, as required, with or without regard to chapter 76."]~~

SECTION 4. Act 199, Session Laws of Hawaii 2010, as amended by section 5 of Act 151, Session Laws of Hawaii 2011, as amended by section 2 of Act 23, Session Laws of Hawaii 2016, is amended by amending section 3 to read as follows:

"SECTION 3. ~~[Telework promotion; broadband assistance advisory council; establishment; purpose.~~ (a) ~~The director of commerce and consumer affairs shall convene and chair the broadband assistance advisory council to advise the director of~~



~~1 commerce and consumer affairs on policy and funding priorities~~  
~~2 to promote and encourage use of telework alternatives for public~~  
~~3 and private employees, and expedite deployment of affordable and~~  
~~4 accessible broadband services in Hawaii.~~

~~5 (b) The council shall be composed of the director of~~  
~~6 commerce and consumer affairs, or the director's designee; the~~  
~~7 director of business, economic development, and tourism, or the~~  
~~8 director's designee; and the following twelve members who shall~~  
~~9 be equally appointed by the president of the senate and by the~~  
~~10 speaker of the house of representatives as follows:~~

~~11 (1) Two members of the senate, appointed by the president~~  
~~12 of the senate;~~

~~13 (2) Two members of the house of representatives, appointed~~  
~~14 by the speaker of the house of representatives;~~

~~15 (3) Four representatives of federal, state, and county~~  
~~16 government entities having a role in infrastructure~~  
~~17 deployment; management of public rights-of-way,~~  
~~18 regulation, and franchising; information technology;~~  
~~19 and economic development; and~~



~~(4) Four representatives of Hawaii's private sector  
technology, telecommunications, and investment  
industries.~~

~~In making the appointments pursuant to subsection (b) (1) through  
(b) (3), the president of the senate and the speaker of the house  
of representatives shall ensure representation of each of the  
counties of Hawaii, Maui, and Kauai, and the city and county of  
Honolulu by one or more appointed members. Except for the  
director of commerce and consumer affairs and the director of  
business, economic development, and tourism, all members shall  
serve for a term of four years. Notwithstanding any law to the  
contrary, the terms of all members as of July 1, 2016, shall  
expire on June 30, 2019; and, each subsequent four-year term  
shall commence on July 1, and expire on June 30 every four years  
thereafter. Any member of the council whose term has expired  
may continue to serve as a holdover member until reappointment  
or until a successor is appointed. Any vacancies occurring in  
the membership of the advisory council shall be filled for the  
remainder of the unexpired term in the same manner as the  
original appointments.~~



~~(c) The director of commerce and consumer affairs shall serve as chairperson of the council. The chairperson may designate representatives of other interested public or private sector organizations to serve as members of the council, or as members of the work groups of the council to address specified issues on an ad hoc basis, as the chairperson deems necessary. The council shall meet at times as may be called by the chairperson. Members and ad hoc members shall be reimbursed for reasonable expenses, including travel expenses, necessary for the performance of their duties. Administrative support to the council shall be provided by the department of commerce and consumer affairs.~~

~~(d) The council shall:~~

- ~~(1) Monitor the broadband-based development efforts of other states and nations in areas such as business, education, and health;~~
- ~~(2) Advise the department on other states' best practices involving telework promotion and policies and strategies related to making affordable broadband services available to every Hawaii home and business;~~



~~(3) Monitor broadband-related activities at the federal level;~~

~~(4) Monitor regulatory and policy changes for potential impact on broadband deployment and sustainability in Hawaii; and~~

~~(5) Encourage public-private partnerships to increase the deployment and adoption of broadband services and applications.] Repealed."~~

SECTION 5. Act 151, Session Laws of Hawaii 2011, as amended by section 3 of Act 264, Session Laws of Hawaii 2013, as amended by section 1 of Act 193, Session Laws of Hawaii 2016, is amended by amending section 2 to read as follows:

"SECTION 2. Beginning January 1, 2012, actions relating to the installation, improvement, construction, or development of infrastructure relating to broadband service or broadband technology, including the interconnection of telecommunications cables, shall be exempt from county permitting requirements, state permitting and approval requirements, which includes the requirements of chapters 171, 205A, and 343, Hawaii Revised Statutes, and public utilities commission rules under Hawaii Administrative Rules, chapter 6-73, that require existing



1 installations to comply with new pole replacement standards at  
2 the time of any construction or alteration to the equipment or  
3 installation, except to the extent that such permitting or  
4 approval is required by federal law or is necessary to protect  
5 eligibility for federal funding, services, or other assistance;  
6 provided that the installation, improvement, construction, or  
7 development of infrastructure shall:

8 (1) Be directly related to the improvement of existing  
9 telecommunications cables or the installation of new  
10 telecommunications cables:

11 (A) On existing or replacement utility poles and  
12 conduits; and

13 (B) Using existing infrastructure and facilities;

14 (2) Take place within existing rights-of-way or public  
15 utility easements or use existing telecommunications  
16 infrastructure; and

17 (3) Make no significant changes to the existing public  
18 rights-of-way, public utility easements, or  
19 telecommunications infrastructure.

20 An applicant shall comply with all applicable safety and  
21 engineering requirements relating to the installation,





1 improvement, construction, or development of infrastructure  
2 relating to broadband service.

3 A person or entity taking any action under this section  
4 shall~~[7]~~ provide notice to the broadband office, at least thirty  
5 calendar days before the action is taken, [~~provide notice to the~~  
6 ~~director of commerce and consumer affairs~~] by electronic posting  
7 in the form and on the site designated by the [~~director~~]  
8 broadband office for such posting on the designated central  
9 State of Hawaii Internet website; provided that notice need not  
10 be given by a public utility or government entity for an action  
11 relating to the installation, improvement, construction, or  
12 development of infrastructure relating to broadband service or  
13 broadband technology where the action taken is to provide access  
14 as the owner of the existing rights-of-way, utility easements,  
15 or telecommunications infrastructure."

16 SECTION 6. There is appropriated out of the general  
17 revenues of the State of Hawaii the sum of \$200,000 or so much  
18 thereof as may be necessary for fiscal year 2025-2026 to be  
19 deposited into the broadband revolving fund under section 27-E,  
20 Hawaii Revised Statutes.



1 SECTION 7. There is appropriated out of the broadband  
2 revolving fund the sum of \$200,000 or so much thereof as may be  
3 necessary for fiscal year 2025-2026 for the reimbursement of  
4 contracts executed by the broadband office.

5 The sum appropriated shall be expended by the broadband  
6 office for the purposes of this Act.

7 SECTION 8. There is appropriated out of the broadband  
8 revolving fund the sum of \$800,000 or so much thereof as may be  
9 necessary for fiscal year 2025-2026 for the establishment of:

10 (1) Two full-time equivalent (2.0 FTE) digital navigator  
11 positions on Hawaii island;

12 (2) One full-time equivalent (1.0 FTE) digital navigator  
13 position on Oahu;

14 (3) One full-time equivalent (1.0 FTE) digital navigator  
15 position on Kauai;

16 (4) One full-time equivalent (1.0 FTE) digital navigator  
17 position on Maui island; and

18 (5) One full-time equivalent (1.0 FTE) digital navigator  
19 position on Molokai.

20 The sum appropriated shall be expended by the broadband  
21 office for the purposes of this Act.



1       SECTION 9. All rights, powers, functions, and duties of  
2 the department of business, economic development, and tourism  
3 relating to the Hawaii broadband and digital equity office are  
4 transferred to the department of accounting and general  
5 services.

6       All employees who occupy civil service positions and whose  
7 functions are transferred to the department of accounting and  
8 general services by this Act shall retain their civil service  
9 status, whether permanent or temporary. Employees shall be  
10 transferred without loss of salary, seniority (except as  
11 prescribed by applicable collective bargaining agreements),  
12 retention points, prior service credit, any vacation and sick  
13 leave credits previously earned, and other rights, benefits, and  
14 privileges, in accordance with state personnel laws and this  
15 Act; provided that the employees possess the minimum  
16 qualifications and public employment requirements for the class  
17 or position to which transferred or appointed, as applicable;  
18 provided further that subsequent changes in status may be made  
19 pursuant to applicable civil service and compensation laws.

20       Any employee who, prior to this Act, is exempt from civil  
21 service and is transferred as a consequence of this Act may



1 retain the employee's exempt status, but shall not be appointed  
2 to a civil service position as a consequence of this Act. An  
3 exempt employee who is transferred by this Act shall not suffer  
4 any loss of prior service credit, vacation or sick leave credits  
5 previously earned, or other employee benefits or privileges as a  
6 consequence of this Act; provided that the employees possess  
7 legal and public employment requirements for the position to  
8 which transferred or appointed, as applicable; provided further  
9 that subsequent changes in status may be made pursuant to  
10 applicable employment and compensation laws. The comptroller  
11 may prescribe the duties and qualifications of these employees  
12 and fix their salaries without regard to chapter 76, Hawaii  
13 Revised Statutes.

14 SECTION 10. All appropriations, records, equipment,  
15 machines, files, supplies, contracts, books, papers, documents,  
16 maps, and other personal property heretofore made, used,  
17 acquired, or held by the department of business, economic  
18 development, and tourism relating to the functions of the Hawaii  
19 broadband and digital equity office transferred to the  
20 department of accounting and general services shall be  
21 transferred with the functions to which they relate.



1       SECTION 11. All rules, policies, procedures, guidelines,  
2 and other material adopted or developed by the department of  
3 business, economic development, and tourism to implement  
4 provisions of the Hawaii Revised Statutes that are reenacted or  
5 made applicable to the department of accounting and general  
6 services by this Act shall remain in full force and effect until  
7 amended or repealed by the department of accounting and general  
8 services pursuant to chapter 91, Hawaii Revised Statutes.

9       In the interim, every reference to the department of  
10 business, economic development, and tourism or director of  
11 business, economic development, and tourism in those rules,  
12 policies, procedures, guidelines, and other material is amended  
13 to refer to the department of accounting and general services or  
14 comptroller, as appropriate.

15       SECTION 12. All deeds, leases, contracts, loans,  
16 agreements, permits, or other documents executed or entered into  
17 by or on behalf of the department of business, economic  
18 development, and tourism, pursuant to the provisions of the  
19 Hawaii Revised Statutes, that are reenacted or made applicable  
20 to the department of accounting and general services by this Act  
21 shall remain in full force and effect. Upon the effective date



1 of this Act, every reference to the department of business,  
2 economic development, and tourism or the director of business,  
3 economic development, and tourism therein shall be construed as  
4 a reference to the department of accounting and general services  
5 or the comptroller, as appropriate.

6 SECTION 13. In codifying the new sections added by section  
7 1 of this Act, the revisor of statutes shall substitute  
8 appropriate section numbers for the letters used in designating  
9 the new sections in this Act.

10 SECTION 14. Statutory material to be repealed is bracketed  
11 and stricken. New statutory material is underscored.

12 SECTION 15. This Act shall take effect on July 1, 2025.



**Report Title:**

DBEDT; DAGS; DCCA; Broadband Office; Hawaii Broadband and Digital Equity Office; Broadband Revolving Fund; Positions; Appropriations

**Description:**

Transfers the Hawaii Broadband and Digital Equity Office from the Department of Business, Economic Development, and Tourism to the Department of Accounting and General Services. Renames the Hawaii Broadband and Digital Equity Office to Broadband Office. Repeals broadband duties assigned to the Director of Commerce and Consumer Affairs. Repeals the Broadband Assistance Advisory Council. Transfers the duty of collecting and posting certain broadband infrastructure notices to the Broadband Office. Establishes the Broadband Revolving Fund. Establishes positions. Appropriates funds. (CD1)

*The summary description of legislation appearing on this page is for informational purposes only and is not legislation or evidence of legislative intent.*



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# SENATE CONCURRENT RESOLUTION

URGING ALL STATE DEPARTMENTS TO PARTNER WITH THE OFFICE OF  
WELLNESS AND RESILIENCE FOR SECURE AND APPROPRIATE DATA  
SHARING AGREEMENTS.

1 WHEREAS, the strengthening of state services, provision of  
2 trauma-informed care and programs, and the wellness and  
3 resilience of Hawaii are priorities of the State; and  
4

5 WHEREAS, the Office of Wellness and Resilience's purpose is  
6 to address the barriers that impact an individual's social,  
7 physical, and emotional well-being through a trauma-informed  
8 framework; and  
9

10 WHEREAS, the Office of Wellness and Resilience develops new  
11 programs and improves existing programs and efforts of  
12 trauma-informed care through collaborative state and private  
13 efforts; and  
14

15 WHEREAS, the Office of Wellness and Resilience identifies  
16 and partners with state departments and the private sector to  
17 address the common issues, needs, and challenges faced by these  
18 entities and those they serve; and  
19

20 WHEREAS, state departments provide resources, guidance, and  
21 other subject-specific aid and programs to address the specific  
22 needs and challenges of the community; and  
23

24 WHEREAS, the Office of Wellness and Resilience is required  
25 by Act 291, Session Laws of Hawaii 2022, codified at part IX of  
26 chapter 27, Hawaii Revised Statutes, to create a social  
27 determinants of health electronic dashboard that identifies a  
28 baseline of needs and concerns that impede high quality-of-life  
29 outcomes; and  
30





1 WHEREAS, in December 2024, the Office of Wellness and  
2 Resilience launched the Quality of Life and Well-Being Dashboard  
3 to fulfill this statutory mandate; and  
4

5 WHEREAS, the dashboard represents the largest survey of  
6 health and well-being in the State to date and will allow the  
7 Office of Wellness and Resilience to examine community needs  
8 through a data-driven lens, leading to the development of  
9 effective, evidence-based, and trauma-informed strategies; and  
10

11 WHEREAS, many state datasets, however, remain siloed within  
12 individual departments using different data collection  
13 methodologies, making it difficult for the Office of Wellness  
14 and Resilience to navigate and perform cross-departmental  
15 analyses; and  
16

17 WHEREAS, data-sharing agreements between the Office of  
18 Wellness and Resilience and state departments will allow the  
19 Office of Wellness and Resilience to integrate data from  
20 multiple sources and provide community members and policymakers  
21 with a comprehensive understanding of community challenges that  
22 would not be apparent when data is analyzed in isolation; now,  
23 therefore,  
24

25 BE IT RESOLVED by the Senate of the Thirty-third  
26 Legislature of the State of Hawaii, Regular Session of 2025, the  
27 House of Representatives concurring, that all state departments  
28 are urged to partner with the Office of Wellness and Resilience  
29 for the purpose of secure and appropriate data sharing  
30 agreements that protect the privacy and confidentiality of  
31 residents to encourage further study of the needs and challenges  
32 of the community and the development of effective aid programs  
33 and strategies to address these needs and challenges for the  
34 community; and  
35

36 BE IT FURTHER RESOLVED that the Office of Wellness and  
37 Resilience is urged to adhere to strict data governance  
38 protocols while partnering with state departments to seek  
39 deidentified, aggregated, anonymized data to protect individual  
40 privacy while effectively addressing community needs; and  
41



1 BE IT FURTHER RESOLVED that certified copies of this  
2 Concurrent Resolution be transmitted to the Comptroller;  
3 Chairperson of the Board of Agriculture; Attorney General;  
4 Director of Finance; Director of Business, Economic Development,  
5 and Tourism; Director of Commerce and Consumer Affairs; Director  
6 of Corrections and Rehabilitation; Adjutant General; Chairperson  
7 of the Board of Education; Superintendent of Education;  
8 Chairperson of the Hawaiian Homes Commission; Director of  
9 Health; Director of Human Resources Development; Director of  
10 Human Services; Director of Labor and Industrial Relations;  
11 Chairperson of the Board of Land and Natural Resources; Director  
12 of Law Enforcement; Director of Taxation; and Director of  
13 Transportation.



S.C.R. NO. 135  
S.D. 1

I hereby certify that this is a full, true, and  
correct copy of the original filed in this office.

Dated: MAY 21 2025

A handwritten signature in cursive script, appearing to read "Anna K. Hale", written in black ink.

Assistant Clerk of the Senate  
State of Hawai'i

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## SENATE RESOLUTION

---

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36 privacy while effectively addressing community needs; and  
37

38 BE IT FURTHER RESOLVED that certified copies of this  
39 Resolution be transmitted to the Comptroller; Chairperson of the  
40 Board of Agriculture; Attorney General; Director of Finance;  
41 Director of Business, Economic Development, and Tourism;  
42 Director of Commerce and Consumer Affairs; Director of



1 Corrections and Rehabilitation; Adjutant General; Chairperson of  
2 the Board of Education; Superintendent of Education; Chairperson  
3 of the Hawaiian Homes Commission; Director of Health; Director  
4 of Human Resources Development; Director of Human Services;  
5 Director of Labor and Industrial Relations; Chairperson of the  
6 Board of Land and Natural Resources; Director of Law  
7 Enforcement; Director of Taxation; and Director of  
8 Transportation.



S.R. NO. 114  
S.D. 1

I hereby certify that this is a full, true, and  
correct copy of the original filed in this office.

Dated: MAY 21 2025

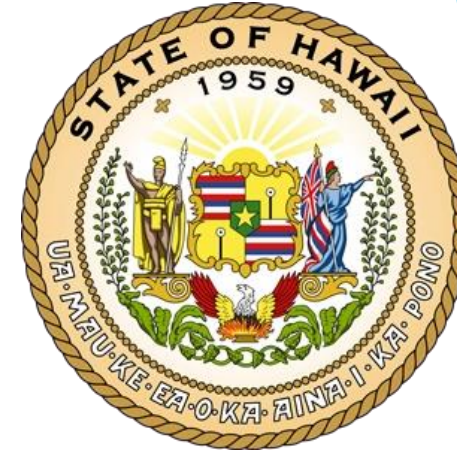
A handwritten signature in black ink, appearing to read "Sharon Kanahele", written over a horizontal line.

Assistant Clerk of the Senate  
State of Hawai'i

# DAGS, Office of Enterprise Technology Services

## State of Hawai'i IT Consolidation Initiative

**Working Group & Planning  
Kick-Off Meeting**  
June 2025





# Meeting Agenda and Expected Approvals



Agenda Item	Focus
IT Consolidation Background & Objectives	- Legislative context and strategic alignment
Planning Scope & Key Deliverables	- Future shared services and implementation approach
Planning Structure & Collaborative Process	- Timeline, governance, and resource commitments
Working Agreement & Next Steps	- Collaborative principles and immediate actions

Key Topics for Approval Today	Reference Slides
<b>Scope:</b> Endorsement of the strategic vision, and scope of planning work (shared services, resourcing, governance)	<b>Slide 7</b> (8-11 additional context)
<b>Process:</b> Agreement on governance structure, collaborative working principles, and planning process	<b>Slides 12, 13 and 14</b>
<b>Resources:</b> Commitment to champion the initiative and allocate SME resources for work sessions	<b>Slide 14</b>
<b>Timeline:</b> Agreement on the project timeline to execute the mandated planning activities	<b>Slide 14</b>

# IV. IT Consolidation Background and Objectives

## Legislative Mandate & Context



**Act 179 (SLH 2022)** mandated consolidation, *where deemed practicable*.

- [Report published in December 2023](#) included strategic priorities and detailed recommendations after collaboration with departmental IT leaders and experts.

**Act 173 (SLH 2024)** extended the mandate’s timeline & focus.

- [Preliminary report published in December 2024](#) updated strategic recommendations, analyzed system hosting requirements, and highlighted ongoing shared service improvements.
- → Mandated a comprehensive final plan by December 2025 for the 2026 Session.

2025 plan builds on recommendations from the 2023 and 2024 reports, ensuring continuity in analysis and stakeholder engagement.

ACT 179S.B. NO. 3284

A Bill for an Act Relating to Information Technology Services.  
Be It Enacted by the Legislature of the State of Hawaii:

SECTION 1. The legislature finds that large organizations like the State of Hawaii could benefit from consolidating information technology services to gain economies of scale and provide for a more efficient and secure use of technology and information management. The consolidation of information technology services will also help to ensure that the State remains in compliance with growing regulatory requirements for accessibility, information storage, data sharing, and security, especially in light of recent high-profile attacks on government computer systems by hackers.  
Accordingly, the purpose of this Act is to establish a working group to develop a plan for the phased consolidation of information technology services and staff within executive branch agencies in a five-year timespan, excluding the department of education, Hawaii health systems corporation, University of Hawaii, and office of Hawaiian affairs.

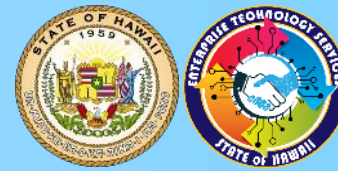
Approved by the Governor  
on JUL 2 2024  
THE SENATE  
THIRTY-SECOND LEGISLATURE, 2024  
STATE OF HAWAII

ACT 173  
S.B. NO. 2526  
S.D. 2  
H.D. 2  
C.D. 1

3(e) No later than twenty days prior to the convening of  
4 the regular ~~session~~ sessions of 2024~~[7]~~ and 2026, the working  
5 group shall submit to the legislature a report of its findings  
6 and recommendations, including:  
7 (1) The plan for a phased consolidation of state  
8 information technology services developed pursuant to  
9 subsection (a)(1), including a detailed five-year  
10 phase-in schedule;  
11 (2) Recommendations to attract high-quality information  
12 technology professionals to the State; and  
13 (3) Any proposed legislation.  
14 (f) The working group shall be dissolved on ~~December 31,~~  
15 ~~2023-]~~ June 30, 2026."

# IV. IT Consolidation Background and Objectives

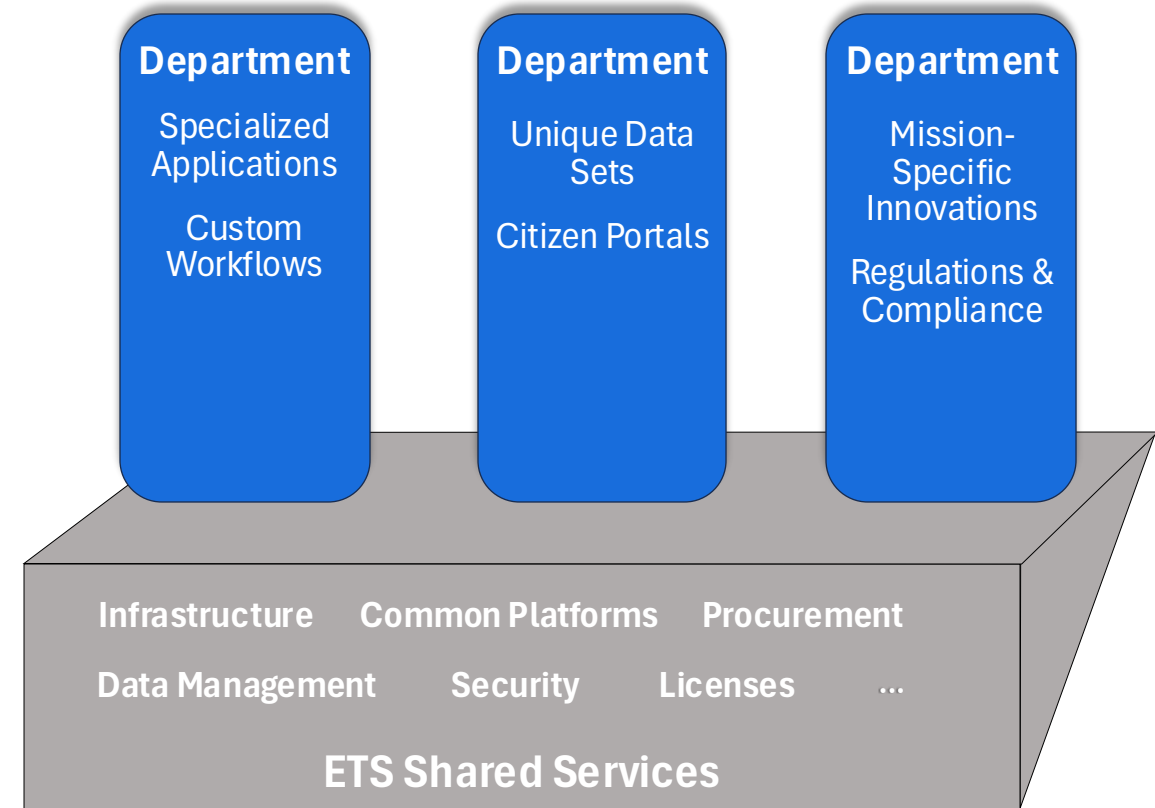
## Executive Leadership & Technology Foundation to Deliver Value



### Value



### Empowered Missions



### Unified Technology Foundation

**Foundational Strategic Priorities common to all departments**, such as "Maximize the Value of Shared Services" and "Optimize Responsible Use of Data & AI".

Provides an opportunity to provide strong centrally administered IT foundations for all departments, allowing departments to focus their resources on their unique, mission-critical solutions and services.

- Operational Strain & Process Improvement Needs
- Technology Modernization & Strategic Alignment
- Better Leverage of Enterprise AI
- Strategic Sourcing & Vendor Management
- Inter-Departmental Collaboration & Integration
- Harmonizing Constituent Service Experiences



# IV. IT Consolidation Background and Objectives

## Proven Success Factors of IT Consolidations



Our strategy is grounded in best practice frameworks used to navigate complex transformations.

### LEGISLATIVE AUTHORITIES & MANDATES



Navigate the **Political Forces** by grounding authority in Acts 179 & 173 and the executive & legislative support.

### OPERATING & FUNDING MODEL



Address **Market Forces** with a robust funding model and modern services to optimize value and vendor partnerships.

### GOVERNANCE & DECISION FRAMEWORK



Answer to **Customer Forces** with a governance structure driven by mission needs and improved citizen services.

### MANAGING THE TRANSITIONS



Overcome **Inertial Forces** by managing the transition of technology, processes, and evolving our workforce.

The planning deliverables – Shared Services Portfolio, Governance, Operation, and the Adaptive Implementation Plan – are designed to address these challenges.



# V. Planning Scope and Deliverables

## Shared Services Enabled by Robust Operation & Agile Implementation

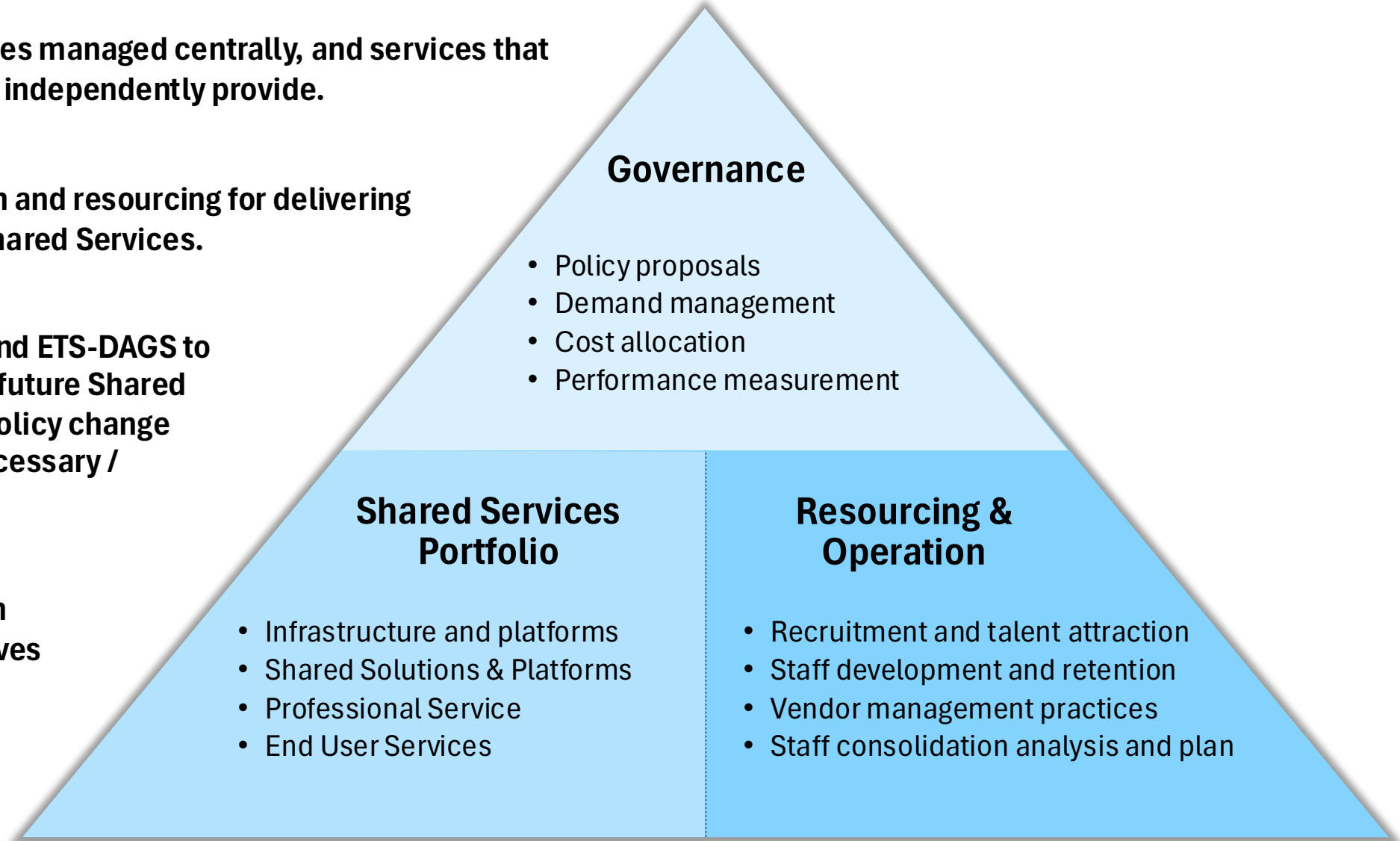


1. Portfolio of shared services managed centrally, and services that departments continue to independently provide.

2. The operational approach and resourcing for delivering the extended and new Shared Services.

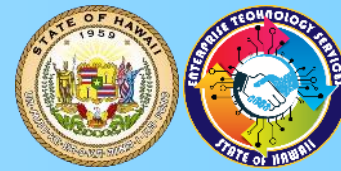
3. Model for departments and ETS-DAGS to coordinate and optimize future Shared Services. This includes policy change proposals as deemed necessary / beneficial.

4. Adaptive implementation plan of prioritized initiatives and crafting of corresponding budget requests.



# V. Planning Scope and Deliverables

## Rationalizing IT Solutions for Common Business Capabilities and Data



### MISSION CAPABILITIES

AGRICULTURE	BUDGET & FINANCE	BIZ, ECON. DEV. & TOURISM	COMMERCE & CONSUMER	HEALTH	HUMAN SERVICES	LABOR & INDUSTRIAL
<b>Economic Dev.</b> Financial Assistance for Agr. Plant Pest & Disease Ctrl. Rabies Quarantine Animal Disease Ctrl. Agricultural Resource Mgt. Agricultural Dev. & Marketing	<b>Government-Wide Support</b> Dept. Admin. & Budgeting Collective Bargaining Vacation Payout - Statewide Financial Admin. Employees' Retirement System Health Premium Payments	<b>Economic Dev.</b> Strategic Marketing & Support Office of International Affairs Creative Industries Division Foreign Trade Zone HTA - Admin & Gov. HTA - Regenerative Tourism Dev. HTA - Workforce Dev. Hawaii State Energy Office Hawaii Green Infrastructure Auth. Digital Equity Office	<b>Individual Rights</b> Cable Television Comms, Util. & Transport Advoc. Financial Services Regulation Prof. & Vocational Licensing Insurance Regulatory Services Regulated Industries Complaints Public Utilities Commission	<b>Environmental Protection</b> Environmental Mgt. Environmental Health Admin. <b>Health</b> Cmncl. Disease & Public Health Disease Outbreak Ctrl. Ali'i Community Care Maui Health System, a KFH, LLC Hawaii Health Systems Corp. Oahu Adult Mental Health - Outpatient Adult Mental Health - Inpatient Alcohol & Drug Abuse Division Child & Adolescent Mental Health Health Resources Admin. Disability & Communications Access	<b>Employment</b> Vocational Rehabilitation Case Mgt. for Self-Sufficiency Employment & Training <b>Social Services</b> Aged, Blind & Disabled Payments Rental Housing Services Rental Assistance Services Homeless Services Hawaii Public Housing Authority Child Protective Services General Support for Child Care Child Protective Services Payments Adult Protective & Community Serv.	<b>Employment</b> Workforce Dev. Workforce Dev. Council Occupational Safety & Health Wage Standards Program Hawaii Civil Rights Commission Labor & Industrial Rel. Appeals Research & Statistics Office of Community Services
<b>Environmental Protection</b> Pesticides	<b>Formal Education</b> Debt Service Payments Retirement Benefits Payments Health Premium Payments	<b>Culture &amp; Recreation</b> Spectator Events - Aloha Stadium Government-Wide Support Economic Planning & Research Statewide Planning & Coord.				
<b>Individual Rights</b> Measurement Standards	<b>Individual Rights</b> Office of the Public Defender					

Departments share a LOT of common capabilities which could be served with Shared IT Platforms and resources

### COMMON CAPABILITIES & DATA

Financial	Budget	Revenue & Collections	Human Capital	Procurement & Contracts	IT Procurement & Contracts	Grants	Risk & Compliance
Planning & Analysis Accounting & Reporting Control & Oversight Treasury Mgt. Expenditure Mgt. Investment Mgt.	Formulation Execution & Monitoring Performance Reporting Forecasting & Modeling Capital Budgeting	Billing & Invoicing Collection & Administration Payment Processing Collection & Recovery Forecasting & Analysis Collections Optimization	Recruitment & Onboarding Payroll Administration Benefits Administration Employee Relations Performance Mgt. Talent Development	Sourcing & Solicitation Negotiation & Award Supplier Relationships Policy & Compliance Contract Administration Procurement Analytics	IT Vendor Selection Lifecycle Mgt. Software Licensing Hardware & Infrastructure Cloud Services IT Professional Services	Proposal Development Award & Disbursement Monitoring & Reporting Financial Reporting Compliance & Audits Sub	Identification & Assessment Compliance Monitoring Compliance Training Internal Controls Policy Mgt. & Dissemination
Land	Lease	Vehicles	Planning & Analytics	Strategy & Policy	Customer Relationship	Archives & Records	
Acquisition & Disposition Use Planning & Zoning Valuation & Assessment Surveying & Mapping Environmental Compliance	Negotiation & Administration Compliance & Monitoring Rent Collection & Financials Tenant Relations & Mgt. Renewal & Termination	Vehicle Acquisition & Disposal Vehicle Maintenance & Repair Fuel Mgt. & Efficiency Fleet Optimization & Routing Parking Mgt. & Enforcement	Data Collection & Cleansing Statistical Analysis & Modeling Business Intelligence & Reporting Data Visualization & Dashboards Predictive Analytics & Forecasting	Strategic Planning Policy Development & Analysis Performance Measurement Program Evaluation Stakeholder Engagement	Citizen Inquiry Mgt. Case Mgt. & Tracking Feedback Analysis Service Request Mgt. Contact Center	Creation & Capture Organization & Indexing Retention & Disposition Storage & Preservation Governance & E-Discovery	
Internal Audit	Legal	Enterprise IT	Enterprise Data	Office Productivity	Asset & Inventory Mgt.	Facilities & Property	Surplus
Audit Planning & Execution Financial & Operational Audits Compliance Audits IT Audits Auditing & Investigations	Legal Advisory & Counsel Contract Drafting & Review Litigation & Dispute Resolution Legislative & Regulatory Spt. Intellectual Property Mgt.	Asset Management Demand Management Service Mgt. (ITSM) Governance & Policy Project & Portfolio Mgt. Resource Mgt.	Governance Quality Mgt. Master Data Mgt. Security & Privacy Warehousing & BI	Email & Calendar Mgt. Document Mgt. & Storage Collaboration Platforms Meeting & Video Conferencing Task Mgt. Tools	Asset Tracking & Tagging Inventory Control & Reconciliation Fixed Asset Accounting Asset Auditing & Verification Depreciation & Amortization	Building Operations Space Planning Real Estate Mgt. Preventive & Corrective Energy & Sustainability	Inventory Disposal Reallocation Donation & Transfer Recycling & Waste Disposal

# V. Planning Scope and Deliverables

## Optimizing Infrastructure, Solution Platforms, and Professional Services



### Mission Solutions

Specialized solutions and support designed to help agencies execute their core functions, i.e., the agency-specific solutions that directly support the primary work of an agency.

### Shared Solutions and Platforms

Common solutions utilized by all agencies. Typically serving the shared administrative capabilities that all agencies need. These promote *interoperability, efficiency, and cost-effectiveness*.

### Infrastructure

The base upon which mission solutions, shared platforms, and end-user services are operated on, including data centers, networks, computing, storage, and cybersecurity.

### Professional Services

Services to plan, procure, build, deploy, support, and operate the Mission solutions, and Shared Solutions.

### End User Services

Direct IT support and resources provided to employees (the end users) to enable their productivity and access to necessary IT systems.

### Enablers

Governance, strategic planning, architectural standards, security frameworks, and IT management practices that make the IT service portfolio function cohesively and effectively.

IT consolidation centers on streamlining foundational infrastructure and shared solutions, optimizing end-user services for shared solutions and specific mission solutions, and leveraging professional services as needed to support the agencies.



# V. Planning Scope and Deliverables

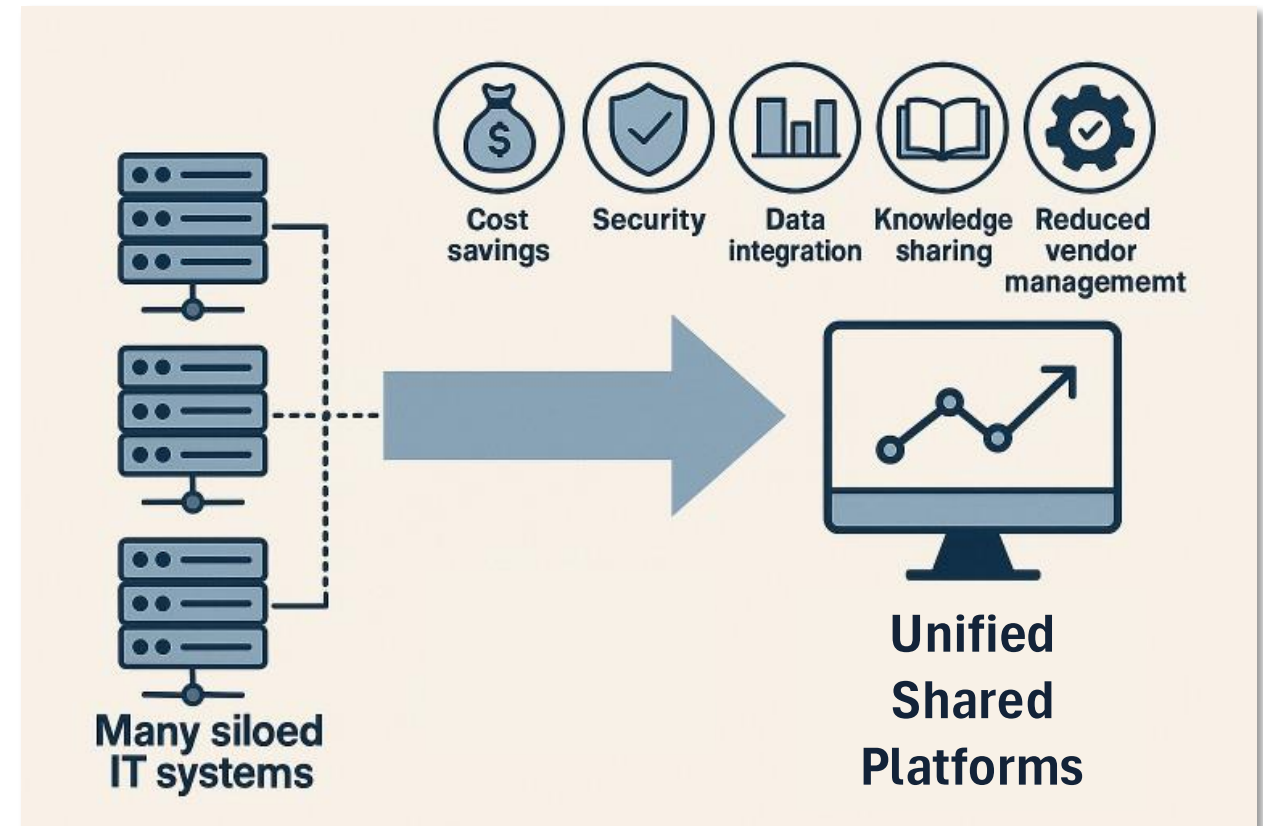
## Why Consolidate Common IT Solutions? From Silos to Synergy



Today, departments use separate, often duplicative, systems for common administrative functions like IT, HR, finance, and procurement. This creates inefficiencies and missed opportunities.

### Power of Shared Platforms:

- **Reduced Costs & Greater Value:** Less redundancies on licenses, support contracts, and staff time - allowing reinvesting into missions.
- **Enhanced Security:** A smaller number of centrally managed platforms reduces risk footprint and allows consistent standards.
- **More Unified Data:** More "single sources of truth," ease enterprise-wide reporting, collaboration, data sharing, and harnessing of AI.
- **Streamlined User Experience:** Standardized, modern platforms enable a more consistent experience.
- **Centers of Excellence:** Specialized expertise hubs where resources, knowledge, and innovation can be pooled and shared.
- **Simplified Vendor Management:** Reduced contract management overhead and improved negotiating positions & performance oversight.
- **Accelerated Innovation:** Economies of scale for piloting new solutions, allowing departments to benefit from innovations they couldn't pursue independently.



# V. Planning Scope and Deliverables

## Approach to Workforce Evolution



**Focusing on how we deliver IT services to empower our talented professionals, not displacing them.**

**From Technical Tasks to Strategic Partnership:** Evolving roles toward mission engagement, data-driven decision support, vendor management and innovation.

**Targeted, Not Top-Down, Consolidation:** Large-scale staff centralization is not necessarily an ideal model to achieve the goals of IT consolidation. Analysis is expected to focus more on roles dedicated to common IT.



# VI. Planning Structure & Collaborative Process

## Strategic Direction Detailed Planning Work



### Working Group (Executive Committee)

- Provide strategic direction
- Ensure alignment with agency needs
- Champion the transformation
- Make key decisions

### ETS Prework

- Creating workshop materials & frameworks
- Drafting deliverables
- Finalizing report and plan based on collective input

### Collaborative Work Sessions

The engine room for defining the shared services portfolio, operating model, governance, and implementation plan

- Department SMEs and IT leadership
- ETS SMEs and leadership
- Large workshops and meetings per department & subject

### Tools

- MS SharePoint for documentation
- MS Copilot for meeting documentation

### External Research and Input

- Consultancies
- Information Technology Steering Committee
- Other states

# VI. Planning Structure & Collaborative Process

## Guiding Principles for Collaborative Planning Sessions

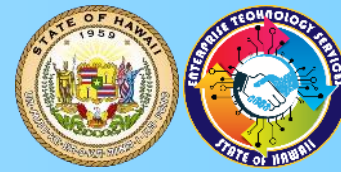


These principles are to empower Subject Matter Experts in the working sessions and to guide decision-making so that we can achieve bold, meaningful outcomes.

Principle	Description
<b>Mission Value &amp; Citizen Impact</b>	Consolidation is not the objective, but the means to deliver better, more effective public services for the people of Hawaʻii.
<b>Enterprise-First, Then Optimize Departmental Needs</b>	Shared approach is the default for common functions: Maximize enterprise value and efficiency, while allowing solutions to meet specific, departmental needs.
<b>Define "Uniqueness" Rigorously</b>	A departmental need is 'unique' if it's tied to a specific regulation or a core mission function that a configurable shared platform cannot support.
<b>Centrally Administered, Locally Executed</b>	<b>Central Administration</b> by ETS ensures security, architectural consistency, and economies of scale for shared platforms. <b>Local Execution</b> empowers departments to design solutions on the shared platforms to meet their unique needs, allowing focus on mission outcomes.
<b>Challenge Existing Processes and Assumptions</b>	Willingness to question the status quo. Participants are empowered and expected to challenge existing processes and assumptions.
<b>Design for Future Roles &amp; Capabilities</b>	Enabling staff to move from routine technical tasks to higher-value roles like business partnership and strategic vendor management.
<b>No Degradation of Service</b>	Any proposed change must be designed to maintain or improve the current, agreed-upon service levels.

# VI. Planning Structure and Governance

## Planning Process, Timeline and Resource Need Estimates



June 20 - July 18	July 21 - Aug 15	Aug 18 - Oct 24 (parallel)		Oct 27 - Nov 14	Nov 17 - Dec 19
Discovery & Foundation	Shared Service Portfolio	Governance & Operation	Business Cases & Roadmap	Resources	Plan Compilation
<ul style="list-style-type: none"><li>• Structured departmental interviews to identify shared service opportunities</li><li>• Define focus groups and collaborative framework</li></ul>	<ul style="list-style-type: none"><li>• Develop comprehensive shared service portfolio</li><li>• Establish performance measurement framework</li></ul>	<ul style="list-style-type: none"><li>• Define governance structure and service management framework</li><li>• Establish financial models and cost allocation principles</li></ul>	<ul style="list-style-type: none"><li>• Develop detailed business cases for prioritized initiatives</li><li>• Create multi-year implementation roadmap and budget requests</li></ul>	<ul style="list-style-type: none"><li>• Define staff movements and workforce development plan</li><li>• Establish vendor management and procurement policies</li></ul>	<ul style="list-style-type: none"><li>• Finalize legislative proposals and implementation plans</li><li>• Complete comprehensive consolidation plan for 2026 Legislature</li></ul>

### Resource Commitment Estimates

- Department Directors: 2 - 5 hours per month
- Department SMEs: 5 - 15 hours per month
- ETS Resources: 15 - 70 hours per month

### Key Milestones

- August: Future Shared Service Portfolio
- September: Budget request submissions
- December: Final plan completion for legislative review

# VII. Approvals on Planning Process



**Request a motion from the Working Group,  
to approve the State of Hawai‘i IT Consolidation Plan project scope,  
process, resources, and timeline to execute the mandated planning  
activities.**

Key Topics for Approval Today	Reference Slides
<b>Scope:</b> Endorsement of the strategic vision, and scope of planning work (shared services, resourcing, governance)	<b>Slide 7</b> (8-11 additional context)
<b>Process:</b> Agreement on governance structure, collaborative working principles, and planning process	<b>Slides 12, 13 and 14</b>
<b>Resources:</b> Commitment to champion the initiative and allocate SME resources for work sessions	<b>Slide 14</b>
<b>Timeline:</b> Agreement on the project timeline to execute the mandated planning activities	<b>Slide 14</b>



# VIII. Good of the Order



## Announcements

- None

## Next Working Group Meeting

- September, exact date and time to be Determined.

# Thank You – Mahalo!



**Your leadership is essential to creating a successful IT consolidation plan that serves the people of Hawai‘i. We appreciate your time today and look forward to your active participation in this important initiative.**

**For questions or further information:**

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- State CIO: Christine Sakuda ([christine.m.sakuda@hawaii.gov](mailto:christine.m.sakuda@hawaii.gov))

**Together, we can build a more efficient, secure, and citizen-centered technology ecosystem for our state.**