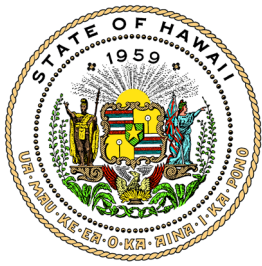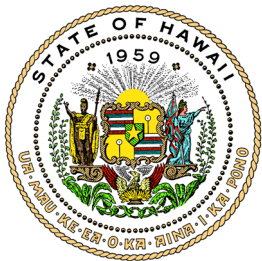# Departmental IT Strategies

- APPROACH
  - Started with department's mission and management priorities
  - Align with the statewide IT Strategy
- PROGRESS
  - Current schedule
- USAGE
  - Living departmental IT plans (in LeanIX)
    - One Page IT Strategy for communication purposes
  - Required for Budget Preparation
  - Linked to Budget Execution (Spend Requests in LeanIX)

Departmental IT Strategies

DOTAX IT STRATEGY

VISION	*Deliver Smart, Secure, and Sustainable Solutions to DOTAX and Hawaii Taxpayers*

MANAGEMENT PRIORITIES	Technology Modernization	Automation and Decision Intelligence	Workforce Development	Operational Excellence
IT FOCUS AREA	Implement modern technologies to provide secure, reliable, and effective solution to DOTAX and Hawaii taxpayers.	Utilize data and automation to guide IT and business decisions to optimize performance.	Develop IT workforce to advance skills, increase productivity, and adapt to current and emerging technologies and methodologies.	Improve processes to streamline IT operations, ensure continuity of IT service, and engage business users in IT delivering solutions.

IT PROGRAMS & PROJECTS

	FY 2025	FY 2026	FY 2027

Technology Modernization
- Teams Phone
- Multi-Factor Auth
- TSM Core 21
- Pilot: MS Copilot (AI)
- IRS Direct File

Automation and Decision Intelligence
- TSM Fraud ID Verification
- TSM Outside Collections
- TSM Data Capture Expansion
- TSM Data Analytics and Reporting Enhancement

Workforce Development
- LinkedIn Learning Pilot
- Pilot: AI Training Video Creation
- KnowBe4 Security Training Expansion
- Reorg and PD Updates

Operational Excellence
- Increase IT/Business Collaboration
- Build Governance, Risk, Compliance program
- Improve Disaster Recovery and Incident Response
- Project Management for Leg Changes

IT METRICS or RESOURCES
- TSM requests completed
- TSM initiatives completed
- Tax Revenue from TSM updates
- IRS 1075 open audit findings
- IT system uptime
- Service Desk tickets completed
- Number of supported/secure systems

TRENDS, CHALLENGES, & RISKS

Trends
- Artificial Intelligence
- XaaS – Anything as a Service Model
- External (API) System Integrations

Challenges & Risks
- Cyberattacks/Fraud
- Funding uncertainty
- IT Consolidation
- Project alignment with dept priorities

Departmental IT Strategies

State of Hawaii IT Strategic Plan 2025
Strategies and Goals

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

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

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

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

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

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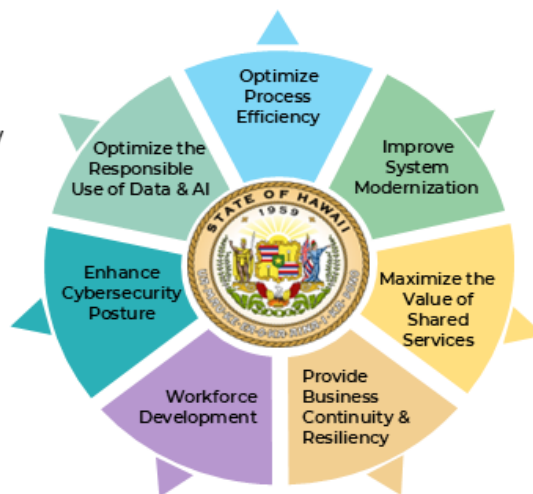- Develop long-term workforce planning

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

Wheel diagram segments:
- Optimize Process Efficiency
- Improve System Modernization
- Maximize the Value of Shared Services
- Provide Business Continuity & Resiliency
- Workforce Development
- Enhance Cybersecurity Posture
- Optimize the Responsible Use of Data & AI
- STATE OF HAWAII 1959

Departmental IT Strategies

1. Departmental IT Strategies 2025

	Tasks	Start Date	End Date	Status
1	**Initiation & Planning**	01/15/25	03/25/25	
2	Create Project Charter	01/15/25	02/10/25	Complete
3	Establish Resource Plan	02/03/25	02/11/25	Complete
4	*Milestone: Resource Plan*	02/12/25	02/12/25	Complete
5	Establish Project Plan & Schedule	02/10/25	03/24/25	Complete
6	Milestone: Project Plan	03/25/25	03/25/25	Complete
7	**Workshop Acquisition**	02/27/25	03/13/25	
8	Select workshop vendor	02/27/25	03/13/25	Complete
9	Procure workshop(s)	02/27/25	03/13/25	Complete
10	**Department Plans Development**	03/03/25	09/15/25	
11	Analyze & develop business context materials for the workshop & strategy planning	03/03/25	03/26/25	Complete
12	Analyze & document departmental strategies development workflow	03/26/25	04/11/25	Complete
13	**Gartner 1-Page Strategy Workshop**	03/13/25	05/14/25	
14	Define workshop methodology with the vendor	03/13/25	04/11/25	Complete
15	Pre-Workshop Conference - communicate workshop approach w/ departments	04/14/25	04/15/25	Complete
16	Coordinate workshop logistics	04/07/25	04/18/25	Complete
17	Conduct workshop	05/13/25	05/14/25	Complete
18	Develop draft plans in LeanIX	05/15/25	09/15/25	In Progress
19	**Department Plans: Review and Publish**	08/18/25	11/14/25	
20	Review each plan	08/18/25	10/31/25	Not Started
21	Publish each plan	11/03/25	11/14/25	Not Started
22	**Verify Plan Usage (LeanIX)**	09/02/25	11/28/25	
23	IT Spend Requests Alignment w/ IT Strategy	09/02/25	11/28/25	Not Started
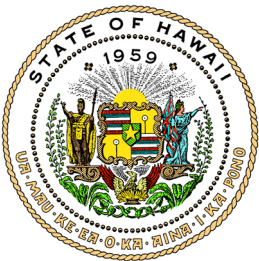
Departmental IT Strategies

Auto-generated departmental IT strategy from LeanIX - as a Word document

Navigation

Search document

Headings | Pages | Results

1.3 CORE VALUES

DCR ITS will continue to collaborate closely with departmental leadership, the Budget Office, and operational divisions to ensure IT initiatives, asset management, and strategic technology planning align with DCR's priorities and statewide modernization efforts.

1.4 VISION, MISSION, GUIDING PRINCIPLES

Vision	Mission
Build a trusted, agile and resilient IT environment that strengthens service delivery across Corrections and Rehabilitation Services and Programs, Focus on secure network dependable systems and robust applications To drive success for rehabilitation, restorative and reentry programs, staff and the comprehensive community.	Provide secure, efficient cost-effective IT infrastructure and technological services that enable Correctional environment to effectively manage operations. Leverage technology to foster a culture to facilitate collaboration and communication amongst the department's rehabilitation, reentry and public safety missions promoting continuous improvement in technology solutions. Continue to seek new methods with application analytics, business intelligence, data sharing, collaborative tools, and embrace the ability to analyze up to date research on rehabilitation and reducing recidivism.
Core Principles	
Evolve departmental IT governance frameworks to better support measurable business results, operational efficiency, and strategic alignment.	

2 BUSINESS GOALS

2.1 DCR25-MGMT-1 PROTECTING COMMUNITIES THROUGH SECURE CUSTODY

Departmental IT Strategies

IT Strategy for DCR 2025 (DRAFT)

Management Priorities	Protecting Communities Through Secure Custody	Adhering to Standards of Humane and Secure Treatment	Support successful reintegration	Investing in People and Strength Performance	Dependable Infrastructure. Scalable Solutions
IT Focus	Invest in technology for public safety and rehabilitation, DCR25-IT-02 Support the safety, security and rehabilitation service and program goals through technology	Operational Modernization, DCR25-IT-04 Advance digital transformation	Data Integrity and Analytics / Information Sharing, DCR25-IT-06 Improve access to reliable data	Strengthen IT retention and professional development to ensure continuity of service., DCR25-IT-08 Improve business process	Network Resiliency, DCR25-IT-10 Provide public safety and Operational Efficiency for Rehabilitation

Task	Feb 2023	May 2024	Sep 2025
Protecting Communities Through Secure Custody		DCR-HCD Electronic Medical Record (EMR) System	PSD-Corrections Collaboration System 2022
	ETS - PSD CCS IV&V		
Support successful reintegration	DCR - CPS/Substance Abuse Svcs - Document and Project Mgmt System FY23-26		
Investing in People and Strength Performance		DCR - Corrections Program Services - Education Tech FY24-26	
	DCR-CPS/Education - Interplay Learning On-Demand Trades Training Platform		
Dependable Infrastructure. Scalable Solutions		DCR - Switch Refresh	
		DCR-ASO ITS Cohesity Data Protection	

Agenda

- Opening and Introductions
- About HUI Huaka'i
- Strategic Goals
- Roadmap

- Project Status
- Profile
- OCM
- Challenge to Capability

HUI HUAKA'I

About HUI Huaka'i

- The DLIR Unemployment Insurance Division has embarked on a comprehensive modernization, transformation, and optimization of its unemployment insurance systems to better serve the people of Hawaii.

- **Project HUI Huaka'i**, reflects our commitment to collaboration and journey.

- The name symbolizes our collective effort to navigate through this transformation, ensuring that our unemployment insurance services are more efficient, accessible, and responsive to the needs of our community.

- "HUI" stands for Hawaii Unemployment Insurance.

- "Huaka'i" signifies a journey.

Strategic Goals

Improve Security and Reduce Fraud

By implementing best-in-class fraud tools for integrated fraud detection utilizing machine learning and predictive analytics to save time by filtering fraudulent claims.

Provide Equitable Access for All

By providing vital services in multiple languages, translating essential documents, implementing user-friendly technology, and ensuring 508 compliance, we will better meet the diverse needs of Hawaii's population.

Adapt to Changing Economic Conditions

By leveraging a flexible, scalable cloud infrastructure that seamlessly handles fluctuations in claim volumes, ensuring consistent and reliable delivery of benefits.

Deliver a Better Claimant Experience

Enhance customer satisfaction by streamlining services, ensuring equitable access, and providing quick responses.

Improve Employee Experience and Transform Processes

By implementing advanced automation and streamlined workflows, reducing manual workloads, and empowering our people to focus on higher-value tasks.

Leverage Real-Time Insights

Empowering leaders to make informed, data-driven decisions, enabling agile responses to policy changes, economic shifts, and emerging workforce needs.

HUI HUAKA'I

Project Status

2024/Mar — Project HUI Huaka'i — 2025/Aug

| 2024 | 2025 | 2026 | 2027 |

Mar 12
Project Kickoff

Today

2027/Mar
Project Go Live!

Overall Status: **Low Risk**

Implementation Period: **36 months**

Go-Live Date: **March 12, 2027**

🟢 Overall, things are on target. Project risks and issue have been identified and are under mitigation control.

🟡 Overall, things are under control. However, enhanced mitigation strategies may be needed.

🔴 Overall, things are getting out of control and undesired impact to project performance.

Roadmap

Project Kick-off — Mar 2024

Data Conversion — Mar 2024 – Feb 2027

Requirements — Jul 2024 – Jun 2026

Design & Development — Jul 2024 – Dec 2026

Testing — Sep 2024 – Oct 2026

Training Development — Oct 2025 – Oct 2026

Fraud Services — Sep 2024 – Mar 2027

UAT — Oct 2026 – Mar 2027

Go-Live Training — Jan 2027

Go-Live — Mar 2027

HUI HUAKA'I

Project Status by Area

Area	Status	Explanation
Project Management	🟢	Progress aligns with the approved project plan, and objectives are being met within established parameters.
Data Conversion	🟢	Transformation efforts remain on track and aligned with the project plan. • Extraction Phase - 100% Complete • Transformation Phase - 50% Complete • Load Phase – Initiated on July 21, 2025
Requirements Management	🟢	Requirements gathering remain on track for Benefits, Tax, and Appeals. Requirements are prioritized, optimized, and fully documented. • 66% or requirements elicitation completed.
Schedule Management	🟢	The schedule remains on target and incorporates all key project gates. The schedule remains on track for a March 2027 go-live.
Change Management	🟢	Current change management activities are progressing well and are positioned to meet project objectives. All OCM Workstreams (Communication, Alignment, Engagement, Change Impact Analysis, Monitoring and Reporting) are on track.
Security	🟢	Security compliance activities remain on track, meeting state and federal requirements and aligning with industry best practices.
Development [custom]	🟢	The development efforts for optimized custom requirements are on track with **33%** of Hawaii made-to-order development released for testing.
Risk & Issue Management	🟢	The risk management framework of planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, risk monitoring, and mitigating controls are in place and effectively being managed.

HUI HUAKA'I

OCM

Understanding Phase

2025 Q2
- Business Process OCM Plan
- Intranet Posts
- Monthly B-Y-O-Bento Sessions
- Organizational Readiness Assessment
- Project Fact Sheet
- Internal Stakeholder Interviews
- Change Impact Data Collection
- PAC Meeting

2025 Q3
- Strategic Goals Communication Campaign
- Intranet Posts
- Monthly B-Y-O-Bento Sessions
- Change Impact Data Collection
- Internal Stakeholder Interviews
- Focus Groups
- Change Ambassador Planning

2025 Q4
- Strategic Goals Communication Campaign
- Intranet Posts
- Monthly B-Y-O-Bento Sessions
- Focus Groups
- Change Impact Data Collection
- Change Ambassador Planning
- PAC Meeting

# of Engagement Sessions Held:
24

of Communications Sent:
30

Avg. Attendance for Engagement Sessions
64%

Communication and Engagement Effectiveness Score (out of 5)
4.24

Resistance Management (out of 5)

Avg. Perception
4.5

Avg. Morale
3.9

HUI HUAKA'I
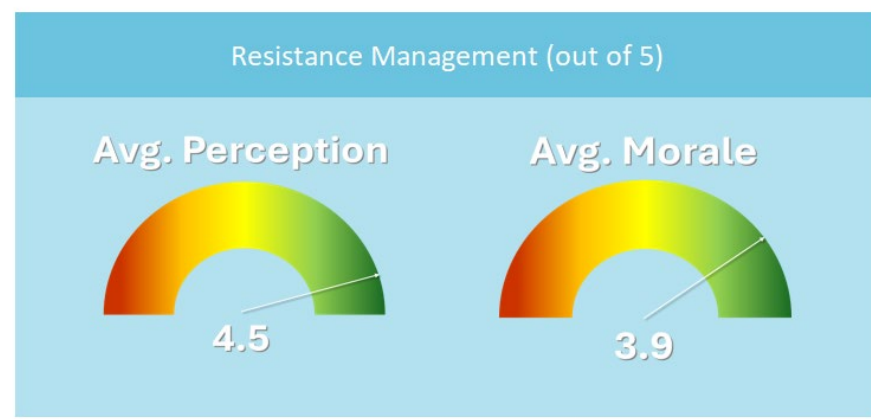
Risk Profile

IMPLEMENTATION RISK PROFILE

Sustainable = The risk is minimal and can be managed with routine procedures

Moderate = The risk is significant but manageable with additional controls or mitigations

Critical = The risk is intense and needs to be addressed.

Severe = The risk is severe and requires immediate attention and action..

All identified potential risks have mitigation controls regardless of severity.

Eighty-seven risk subcategories are continuously evaluated and monitored to ensure material risks are identified and addressed in real time.

Change Management	Sustainable	Project Management	Sustainable
Data Conversion	Sustainable	Risk Management	Sustainable
Documentation	Moderate	Requirements Management	Sustainable
Infrastructure	Sustainable	Resource Management	Moderate

HUI HUAKA'I

Challenge to Capability

Drawing on lessons from numerous state implementations and proven corporate system strategies, this initiative builds on prior efforts by adopting adaptive governance and collaborative engagement models aligned with UI modernization.

| Category	Best practice approach guiding this modernization project
Risk Management	• A comprehensive risk framework is in place, and risks are being proactively monitored, updated, evaluated, and scored - then linked to iterative decision checkpoints throughout the UI implementation.
Change Management	• Stakeholders are engaged from the outset and throughout, fostering shared goals and co-ownership of modernization outcomes. • Change is proactively measured, planned, and resourced - supported through targeted awareness, training, communication, and leadership modeling.

HUI HUAKA'I
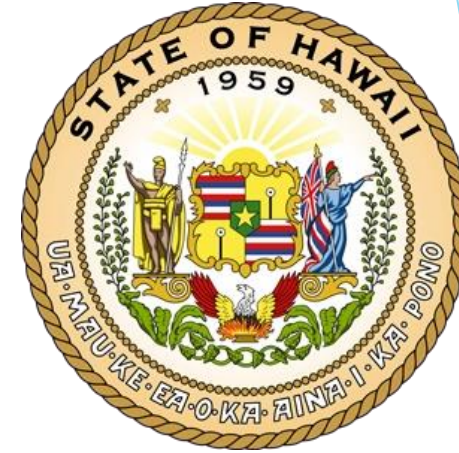
Timeline & Progress
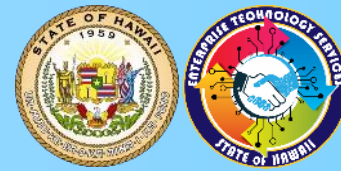
Mid June – Mid September	Mid August – Mid November	August – Mid December

1st Stage	2nd Stage		3rd Stage	
Shared Service Portfolio	**Operation & Governance**	**Budgeting and Roadmap**	**Workforce & Vendor Mgt**	**Plan Approval**
✓ Departmental interviews to validate future shared service (met with all 18 Exec. Branch depts) ✓ Joint SME workshop to validate service portfolio (starting 2nd week of September) ✓ Establishing focus groups: certain shared services, operation & governance, workforce • Performance and benefits measurement model	• Governance and service management framework • Funding options (central, collaborative, show-back) • Policy changes • Workforce aspects	• Business cases and budget requests for prioritized initiatives • Transition roadmap	• ETS action plan & roadmap • Statewide action plan • Procurement and vendor management framework	• Finalize Plan & Report for the 2026 Legislature • Working Group Approval Meeting

Emerging Questions from Stage 1 - the Shared Service Portfolio

Key Questions (to be addressed in the forthcoming workshops)

1. Prioritization: Which services provide the greatest value with the least implementation effort and risk involved?

2. Boundaries: What aspects will be centralized, and which will remain with individual departments to allow them to fulfill their specific missions?

3. Service level expectations: What measures will we implement to guarantee service quality?

4. Key performance indicators (KPIs) for assessing success and value: What quantitative (e.g., cost reduction, uptime) and qualitative (e.g., user satisfaction) metrics will we consider? We currently rely on qualitative measures for baselining.