



Information Technology Steering Committee (ITSC) Meeting

August 28, 2025, 3:00 p.m. to 4:30 p.m.

1151 Punchbowl Street, Conference Room 410, 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](#)

Or call in (audio only) [+1 808-829-4853, 113551988#](#)

Meeting ID: 293 684 388 957

Phone Conference ID: 113 551 988#

Passcode: WasJQQ

AGENDA

- I. Call to Order; Roll Call
- II. Review and Approval the July 10, 2025, Meeting Minutes
- III. Public Testimony; Discussion and vote on Public Testimony Time Limit

Individuals who are unable to provide testimony at this time will be allowed an opportunity to testify when specific agenda items are called.

Individuals may provide oral testimony at the meeting or may submit written testimony in advance of the meeting via e-mail to ets@hawaii.gov, or via mail addressed to 1151 Punchbowl Street, B-10, Honolulu, HI, 96813, Subject: *ITSC Testimony*. Oral testimony shall be limited to the time decided by the ITSC per person per agenda item via the virtual Teams conference room or in person at the physical meeting location indicated above.

- IV. State Enterprise Projects Updates
 - a. Department of Labor and Industrial Relations (DLIR) Hawaii Unemployment Insurance Modernization (HUI Huaka'i) Project - 8/28/2025. This multi-year project will modernize the State's unemployment insurance (UI) software and systems.
 - b. Department of the Attorney General (ATG) CSEA KEIKI Re-platform Off Mainframe (KROM) Project – tentatively November 20, 2025. This project will modernize the State's automated child support software and systems.
- V. State IT Strategic Plan Update

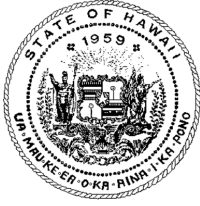
- a. Provide an update on the progress of the IT Strategic Plans being developed by the departments. These plans are the blueprints that each department will follow in aligning their IT investments with business needs.
- VI. IT Consolidation Plan Update
 - a. Provide an update on the progress of the IT Consolidation Plan development and discuss ITSC Participation. The plan is being developed by the IT Consolidation Working Group and will include recommendations on continuing and developing shared services that meet the needs of the executive branch, including any resourcing requirements needed to provide these services.
- VII. Hawaii Broadband and Digital Equity Office Update
 - a. Provide an update on the progress of the Hawaii Broadband and Digital Equity Office (HBDEO) including the broadband revolving fund as per ACT201. HBDEO's mission is to support and coordinate statewide deployment of high-speed internet access (broadband) and works to achieve the goals of digital equity and adoption for all residents of Hawaii.
- VIII. Good of the Order
 - a. Announcements
 - b. Next Meeting: November 20, 2025
- IX. Adjournment

This interactive conference technology meeting will allow participants to enable live closed captioning during the meeting.

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 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)

July 10, 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)
Benson Choo, Finance Factors
Arnold Kishi, Center for Internet Security, MS-ISAC
Joel Kumabe, Ohana Pacific Health
Marcus Yano, CBTS Hawaiian Telcom
Michael Nishida, First Hawaiian Bank
Garret Yoshimi, University of Hawaii
Eugene Chang, IEEE Computer Society, Hawaii Chapter
Amy Peckinpaugh, Hawaii State Department of Education
Mai Nguyen Van, Judiciary

Members Excused

Representative Kyle Yamashita, State Legislature
Senator Sharon Moriwaki, State Legislature
Bill Kumagai, Transform Hawaii Government (THG)

Staff

ETS: Joanna Lee, Juha Kauhanen, Lenora Fisher, Brian Frey, Kelli Wang, Joseph Lee,
Javzandulam Azuma, Tom Ku, Todd Omura, Rebecca Cai, Matthew Nagatori, Vincent
Hoang, Sheila Oliveira

Candace Park, Deputy Attorney General

Guests

Craig Hirai
P. Fritz

I. Call to Order; Roll Call

The meeting was called to order at 11:30 a.m. Roll call was taken, and quorum was established. All attendees confirmed their presence and whether they were alone or accompanied.

II. Public Testimony

None.

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

Chair Sakuda proposed a motion. Member Yoshimi voiced “moved” and Member Kishi seconded the motion. All were in favor and the minutes from the March 14, 2025, meeting was reviewed and approved.

Chair Sakuda emphasized the importance of reviewing and approving the minutes to reflect the richness of discussions and the commitment of IT Steering Committee members.

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

Member Yoshimi provided an update on the federal funding cuts affecting the broadband office and the digital equity capacity grants.

- 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.

Member Choo raised concerns about the challenges of standardizing data across different platforms and the sufficiency of the timeline for data sharing initiatives. Rebecca Cai, Chief Data Officer clarified that S.B. 742, C.D. 1 focuses on research and planning for data sharing rather than conducting the data sharing itself.

V. IT Consolidation Plan Update

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

Chair Sakuda and Juha Kauhanen, ETS Business Architect, provided an update on the IT Consolidation Plan, emphasizing the importance of developing a shared IT resource strategy and the involvement of executive leadership across departments. The plan aims to create a future shared service portfolio, focusing on infrastructure services, shared platforms, professional services, and end-user services. Juha Kauhanen highlighted the need for detailed business cases and budget requests for the proposed initiatives. Member Choo inquired about the alignment of budgeting and cost allocation strategies. Member Kumabe and Member Chang suggested that the IT Steering Committee could provide input on key decisions and strategic directions. The planning structure and collaborative process includes external research and input to include the ITSC.

The IT Consolidation Plan Working Group will meet on July 15, 2025, to vote on the IT Consolidation Plan approach.

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; and
 - ix. Department of Transportation (DOT) - Highways Financial Management Systems Project.

These are the list of major IT modernization projects that are happening across the State government and the executive branch. It is important and beneficial that we are getting an update on these projects within the context of the State IT Strategic Plan and the IT Consolidation Plan. Member Nishida and Member Chang expressed their interest in seeing reports especially with projects iv & v. Member Peckinpaugh suggested prioritizing updates on projects earlier in their lifecycle.

VII. Good of the Order

- a. Announcements

No additional announcements or items were discussed.

- b. Next Meeting: August 28, 2025

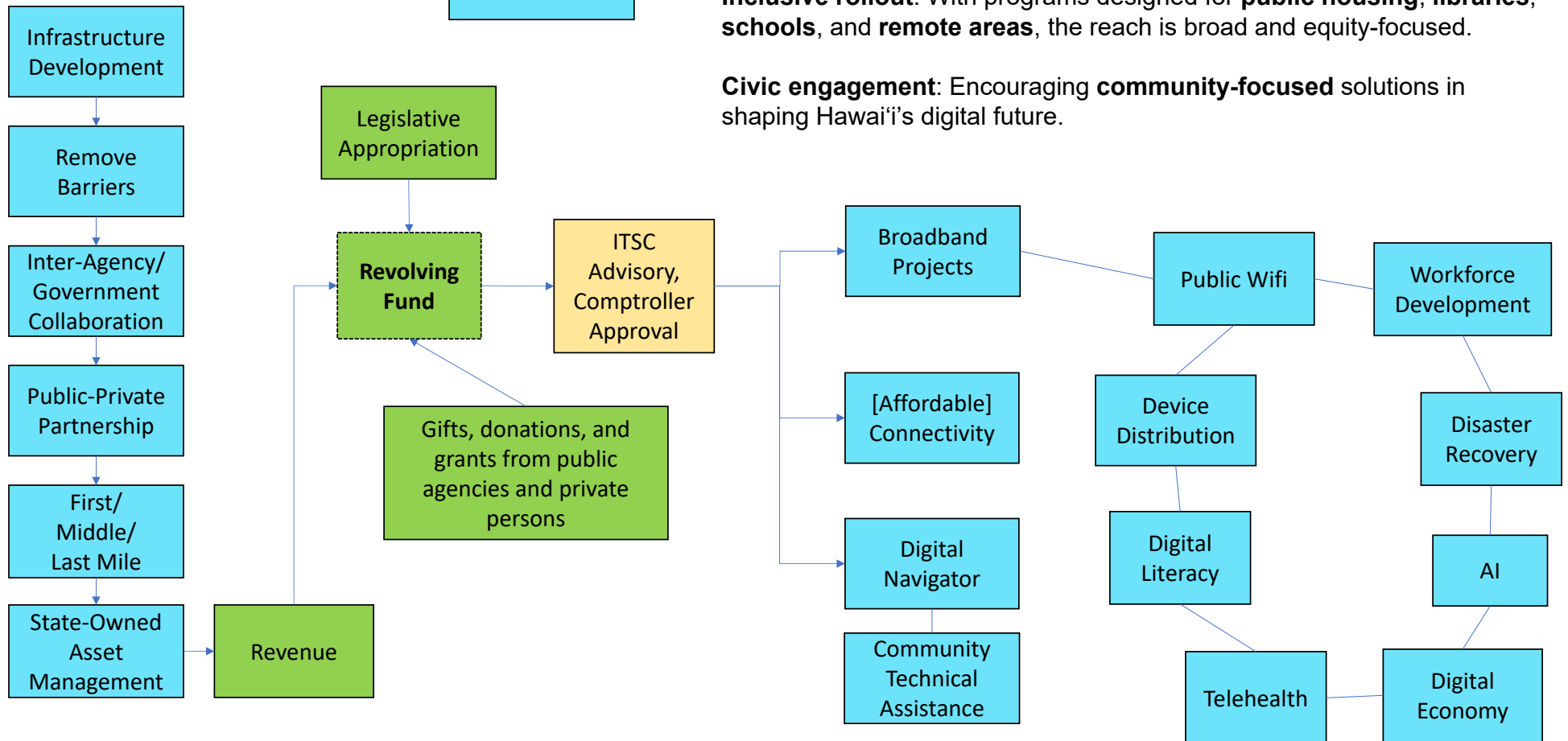
VIII. Adjournment

Chair Sakuda called for adjournment. The meeting was adjourned with a motion by Member Choo and a second by Member Nishida at 1:14 p.m.



ACHIEVING DIGITAL EQUITY in the State of Hawaii

DIGITAL EQUITY





Office of Enterprise Technology Services

Ke'ena Ho'olana 'Enahana

Information Technology Steering Committee

August 21, 2025

My “Why”



Leading with Aloha

‘A ‘ohe hana nui ke alu ‘ia - No task is too big when done together

The Sakuda Family with State Senators following the CIO's confirmation vote

- I am who I serve.
- Father – smart, humble, dedicated to work to provide for family, internalized stress
- Mother – strong-willed, tough love, managed finances on pencil and paper until 10 years ago.
- Together – uncompromising values in family life, major sacrifices for education
- Parents are Korean, Hawaiian, Spanish and English
- My husband – Chinese, Japanese. Loving, let's me follow my passions...you want to be the state CIO?!
- Twins – 6 ethnicities.



Looking Ahead

‘I Ka Wā Ma Mua, Ka Wā Ma Hope - the Future Is in the Past

ETS Story

Ke'ena Ho'olana 'Enehana is a Hawaiian phrase used to describe the role of Enterprise Technology Services (ETS). A rough translation of this phrase might be “Technical Support Office,” but the symbolism of the words evoke much more.

Lana means buoyant. *Lanalana* means one kind of lashing, especially tying the 'ama (floater) to the 'iako (booms) of a canoe. *Ho'olana* relates to the concepts of buoyancy, and in particular lashing parts of the canoe together — figuratively, offering a point of launch or inspiration. Taken together, these concepts evoke how ETS uses technology to connect and uplift the government and the people of Hawai'i through digital transformation and innovation.



ETS Vision

Our vision is for a state government that effectively serves the people of Hawaii through efficient business processes and technology innovation, while embracing the spirit of ALOHA.

ETS Mission

With the spirit of ALOHA, our mission is to advance operational excellence of government through trusted partnerships, shared resources, and technology leadership,

- Ensuring critical IT infrastructure and services are reliable and secure and
- Promoting innovative use of technology and data across the executive branch.

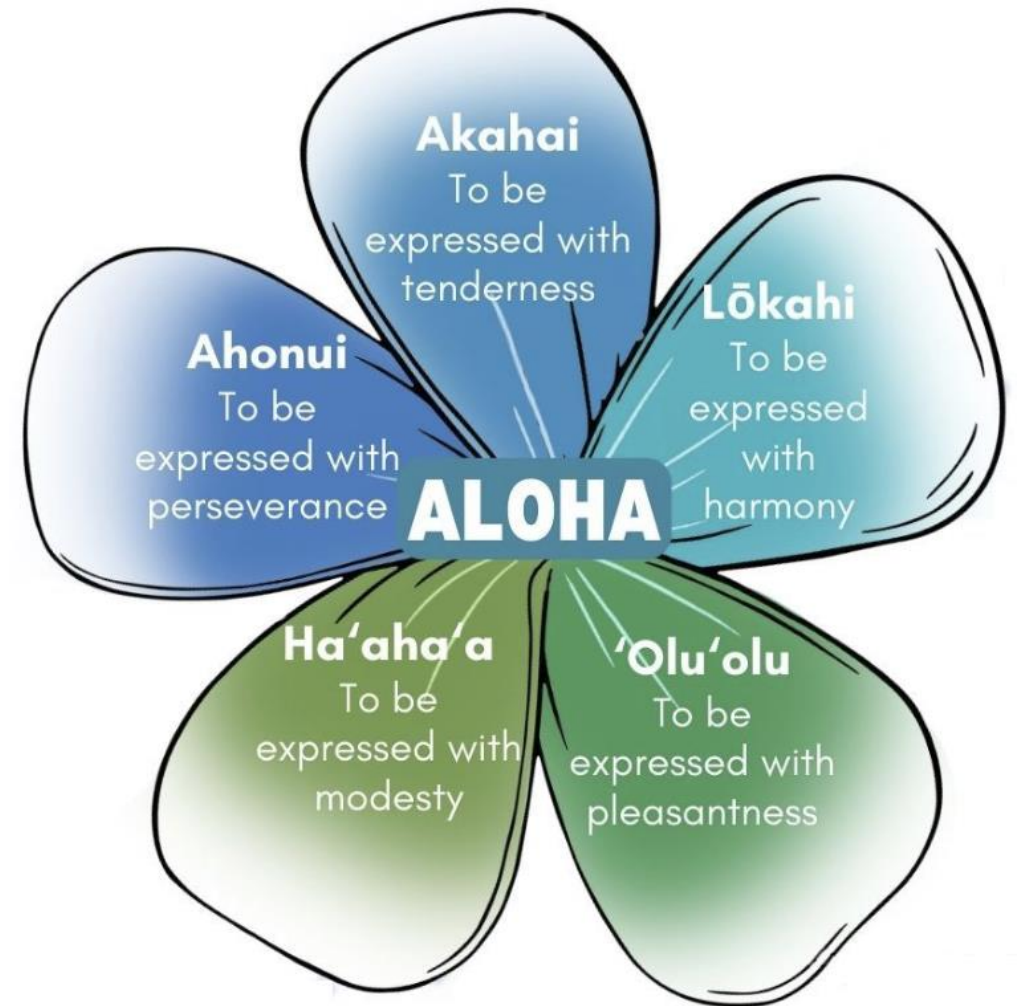


ALOHA Spirit

In 1970, the definition of the “Aloha Spirit” was articulated by poet and philosopher Pilahi Paki at a Governor’s Conference attended by Hawaiian elders and non-Hawaiian civic leaders to address issues in Hawai’i. Pilahi Paki described the Aloha Spirit as the alignment of mind and heart within individuals, embodying traits of charm, warmth, and sincerity found among Hawai’i’s residents. This definition was officially included in Hawai’i State law in 1986. It is believed that to genuinely practice any of the principles of the Aloha Spirit, one must practice all of them collectively. Therefore, living ALOHA means adhering to all of these principles.

Aligning with HRS §5-7.5, ETS embraces the ALOHA Spirit:

- A is for *Akakai*, meaning kindness to be expressed with tenderness
- L is for *Lokahi*, meaning unity, to be expressed with harmony
- O is for *Oluolu*, meaning agreeable, to be expressed with pleasantness
- H is for *Haahaa*, meaning humility, to be expressed with modesty
- A is for *Ahonui*, meaning patience, to be expressed with perseverance



Leading with Aloha: *‘A ‘ohe hana nui ke alu ‘ia - No task is too big when done together*

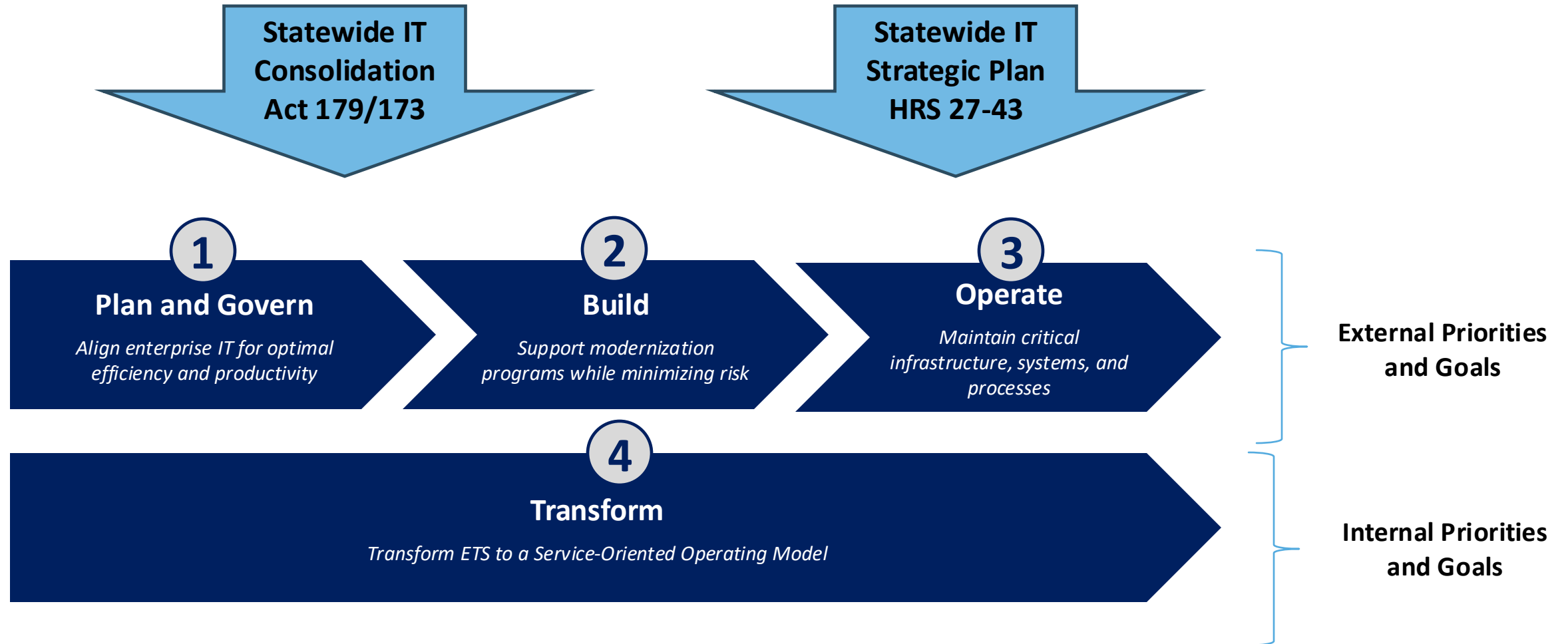
Enterprise Technology Services Strategic Priorities, Goals, and Objectives

Investing in People, Process & Technology

ETS Strategic & Operational Plan

- This Plan for 2025-2027 was developed with insights from senior ETS personnel and industry best practices.
- The plan aligns with other key strategies including the State IT Strategic Plan for 2025-2029 and the IT Consolidation Plan due to the legislature in December 2025.
- A high-level overview will be provided today followed by a deep-dive of how everyone fits in, in ETS branch meetings .

ETS Strategic Priorities



Strategic Priorities Are Supported By Key Goals

1. Plan and Govern

Align enterprise IT for optimal efficiency and productivity

- A. Align IT investments with IT strategies across departments (Todd/Jussi/Juha)
- B. Provide centralized/unified policy and compliance guidance to support the government enterprise (e.g., cybersecurity, data management and sharing, architecture, sourcing and vendor management, etc.)
- C. Develop enterprise strategies and governance frameworks for shared IT initiatives (ERP, Cloud, data & AI)

2. Build

Accelerate modernization programs while minimizing risk

- A. Modernize and scale shared infrastructure/platforms (Tom/Bryce)
- B. Optimize delivery of IT projects (Todd/PMO)
- C. Implement data management and AI strategies (Rebecca)

3. Operate

Maintain critical infrastructure, systems, and processes

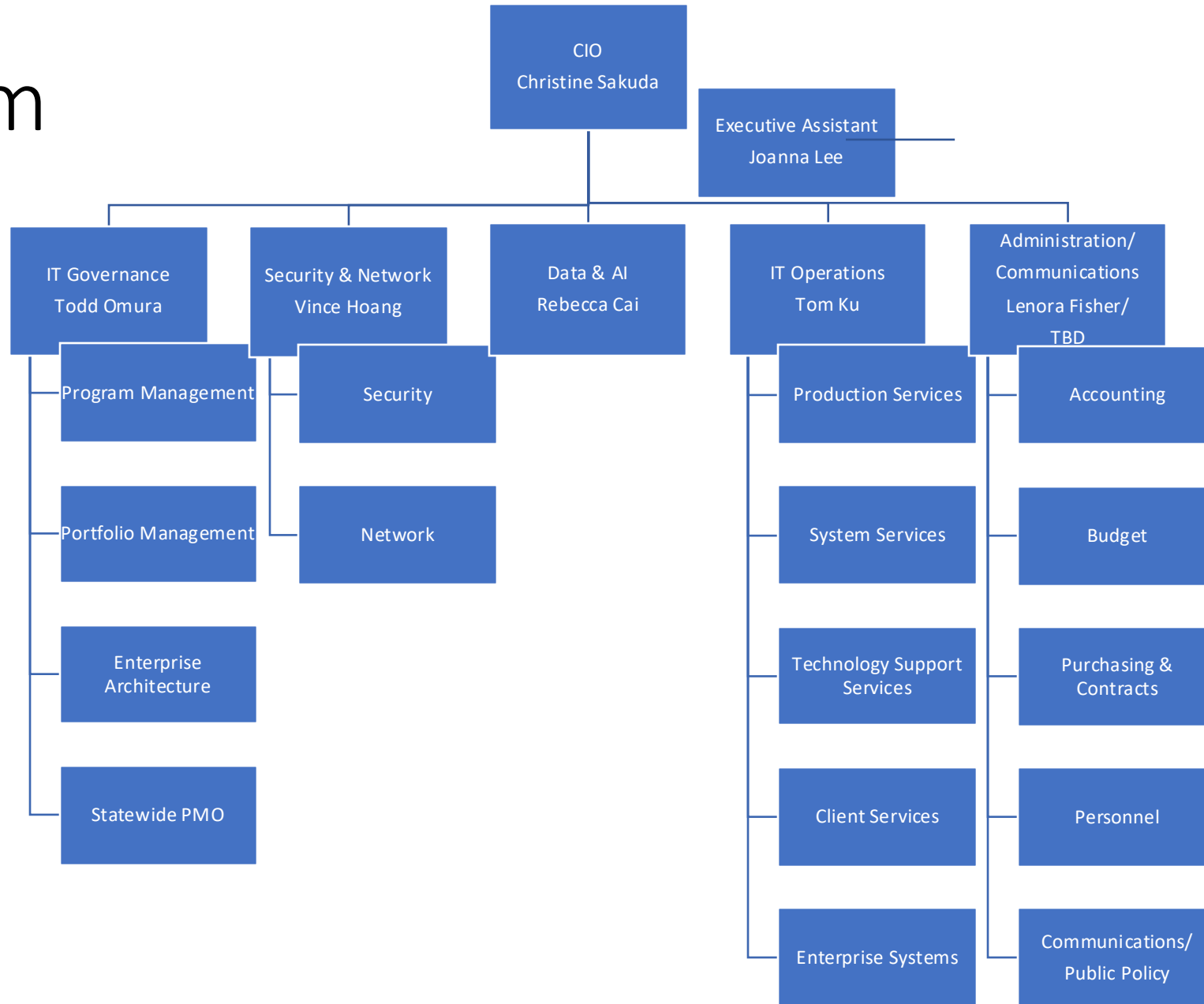
- A. Maintain critical infrastructure, applications and systems (Tom)
- B. Maintain high level of cybersecurity (Vince)
- C. Ensure disaster readiness, response, and continuity (Vince/Tom)

4. Transform

Transform ETS to a Service-Oriented Operating Model

- A. Prioritize and mature ETS services into customer-focused IT services
- B. Evolve and strengthen ETS' workforce to be future-ready
- C. Implement internal and external performance metrics

ETS Team



Mahalo