



Information Technology Steering Committee (ITSC)

August 28, 2025, Meeting minutes

Remote Meeting via Interactive Conference Technology
1151 Punchbowl Street, Conference Rm. 410, Honolulu, HI

Members Present

Christine Sakuda, Chair, CIO, Office of Enterprise Technology Services (ETS)

Michael Nishida, First Hawaiian Bank

Marcus Yano, CBTS Hawaiian Telcom

Bill Kumagai, Transform Hawaii Government (THG)

Benson Choo, Finance Factors

Joel Kumabe, Ohana Pacific Health

Eugene Chang, IEEE Computer Society, Hawaii Chapter

Arnold Kishi, Center for Internet Security, MS-ISAC

Mai Nguyen Van, Judiciary

Garret Yoshimi, University of Hawaii

Senator Sharon Moriwiki, State Legislature

Members Excused

Representative Kyle Yamashita, State Legislature

Amy Peckinpugh, Hawaii State Department of Education

Staff

ETS: Joanna Lee, Rebecca Cai, Matthew Nagatori, Javzandulam Azuma, Lisa Huang, Catherine Arellano-Alcotas, Jussi Sipola, Juha Kauhanen, Tom Ku, Todd Omura, Vincent Hoang, Lenora Fisher

DLIR: Ann Perreira-Eustaquio, Lizabeth Thomas

Chung Chang, Department of Accounting and General Services

Candace Park, Deputy Attorney General

I. Call to Order; Roll Call

The meeting was called to order at 3:00 p.m. Roll call was taken, and quorum was established.

II. Review and Approval the July 10, 2025, Meeting Minutes

Member Nishida motioned to approve the meeting minutes. Member Choo seconded the motion. Vote was taken and motion passes unanimously.

III. Public Testimony; Discussion and vote on Public Testimony Time Limit

In order to ensure that all public testimonies are heard within a reasonable time frame, Chair Sakuda proposed that public testimony shall have a time limit of three (3) minutes per person with discretion by the Chair to increase or decrease the time limit based on the meeting agenda's needs.

Member Yoshimi motioned to approve with member Yano seconding the motion. The committee unanimously voted to approve the motion.

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.

Anne Pereira-Eustachio, lead of the HUI Huaka`i Project, explained that the Hawaii Unemployment Insurance Modernization Initiative (HUI Huaka`i) is a multi-year project aimed at modernizing the state's unemployment insurance software and systems. The project started in March 2024 with an expected completion date of March 2027.

Lizabeth Thomas, HUI Huaka`i project manager, gave a brief overview of strategic goals, project status, risk management, and organizational change management.

- Strategic Goals - Improving security and reducing fraud, enhancing customer experience by providing equitable access, adapting to economic changes, delivering better claimant experiences, improving employee experiences and transform processes, and leveraging real-time insights for leadership decision-making.
- Project Status – The project is currently on schedule and in a green low-risk status. The project is 49% complete with several phases running in parallel, such as requirements, development, and testing.
 - Project Kick-off – March 2024
 - Data Conversion – March 2024 to February 2027
 - Requirements – July 2024 to June 2026
 - Design & Development – July 2024 to December 2026
 - Testing – September 2024 to October 2026
 - Training Development – October 2025 to October 2026
 - Fraud Services – September 2024 to March 2027
 - UAT – October 2026 to March 2027
 - Go-Live Training – January 2027
 - Go-Live – March 2027
- Risk Management – The project is in a green low-risk status. It is currently on schedule, including identifying potential risks early, implementing controls and mitigation strategies, and continuously monitoring risks based on a defined risk matrix.
- Organizational Change Management (OCM) - There is high staff engagement of 64% and positive feedback from engagement sessions. The project team conducts regular surveys to measure communication effectiveness, resistance management, and staff morale.

Members Choo and Kumagai are curious how morale and management resistance is measured and to what degree it has trended over time. Lizabeth Thomas explained that the percentages are mostly taken from monthly surveys that staff filled out during engagement sessions with a trend anywhere from 3.7 to 5.0.

Member Senator Moriwaki praised the collaborative approach taken during the project, especially the involvement of OATS staff and UI in field visits to understand program needs early on. She also emphasized how aligning IT with programmatic goals and involving end users from the start helped avoid disconnects and contributed to the project's success. Senator Moriwaki suggested this approach could serve as a model for other large-scale projects.

Member Senator Moriwaki inquired about integration with employment services to ensure claimants are connected to job opportunities. Perreira-Eustaquio confirmed that claimants are required to report job contacts and that their registration data is shared with the Workforce Development Division to support reemployment efforts.

- 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.

Jussi Sipola, ETS Senior IT Enterprise Architect, presented the project progress update of developing departmental IT strategic plans including the timeline and plan tracker, emphasizing the importance of aligning IT investments with business needs, and the state IT strategic plan.

- Project Approach – The approach to developing department IT strategic plans, starting with the departments' business missions and aligning them with the plan. The goal is to ensure that IT investments support both departmental and statewide business needs.
- Current Schedule – The project started in spring 2025 and is currently in the cooperative creation and review process with state departments. The goal is to have all departmental IT strategic plans completed within the next month or two.
- Plan Tracker - 23 Department/Division IT Strategic Plans: 15 department-level plans, 8 division-level plans (Attorney General, Transportation). The tracker includes the mission, vision, business goals, IT goals, and their alignment with statewide IT goals for each department or division.

- Usage of Plans – The departmental IT strategic plans will be used to guide IT spend requests, ensuring that any IT spending over \$100,000 is tied to the goals outlined in the plans. This approach aims to improve coordination and alignment of IT investments across the state.

Member Senator Moriwaki questions if the discussion includes other departmental staff, for example, the administrators. Also, in what way are we serving the public. Senator Moriwaki continues if the mission is still the same regarding the public or would it need to be changed.

Chair Sakuda responded that ETS has been working closely with state departments to help them develop their own IT strategies, acting as a facilitator rather than imposing a centralized strategy. The collaboration has sparked valuable conversations between IT leads and department leadership, helping align IT capabilities with departmental goals, resulting in a more integrated and strategic dialogue. Jussi Sipola added that last year's statewide IT strategic plan was shaped significantly by a workshop, which included interviews with departmental leadership to understand their business and IT priorities. A one-page strategy approach was developed in collaboration with Gartner, based on the foundational analysis. The departments were required to have their IT strategies reviewed and approved by their leadership before finalization, reinforcing alignment and accountability.

Member Chang raised concerns about the lack of scale and resource context in the visual materials presented. The scan chart and one-page strategy summary do not indicate the size or scope of the projects, whether it involves one (1) or thirty (30) people. He suggested including sub-quantitative sizing or resource estimates (e.g., time, personnel) to better understand the effort required for each initiative. Jussi Sipola responded that the initiatives shown are actual spend requests, each with specific dollar amounts attached and these financial figures serve as a proxy for project scope, offering insight into the scale and resource needs of each effort.

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.

Chair Sakuda provided an update, outlining the timeline and key questions emerging from the shared service portfolio discussions with departments.

- Plan Development - The development of the IT consolidation plan, which is being created by the IT consolidation working group, will incorporate recommendations on shared services, governance, budgeting, and workforce management.

- Timeline - The plan is progressing in stages, with the current focus on defining the shared service portfolio. Subsequent stages will address operations and governance, budgeting and roadmaps, and workforce and vendor management.
- Key Questions - Questions emerging from the shared service portfolio discussions, such as the needs of the departments, the services ETS can provide, and the governance structure for enterprise 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.

Chung Chang, Strategic Broadband Coordinator, provided an update on the progress of the Hawaii Broadband and Digital Equity Office, including the status of the broadband revolving fund and ongoing infrastructure projects.

- Office Transition - The Hawaii Broadband and Digital Equity Office officially moved from DBEDT to DAGS as of July 1, 2025. The office is still in the process of moving its budget and administrative functions.
- Revolving Fund - The broadband revolving fund is currently unfunded and not yet set up. The fund will be used for broadband projects, affordable connectivity, and community technical assistance, with the IT steering committee providing advice on spending.
- Broadband Projects - Potential broadband projects, include public Wi-Fi, workforce development, disaster recovery, AI, digital economy, telehealth, digital literacy, and device distribution. These projects aim to support non-profit and community organizations.
- Federal Funding – In response to Member Kishi's question regarding the scope and scale of the revolving fund dollar amount, member Yoshimi provided additional information on federal funding for broadband infrastructure, including the middle mile and last mile projects. He noted that while some digital equity funding has been lost, there are still ongoing efforts to secure funding for infrastructure projects.

Member Senator Moriwaki continued the discussion by asking if there is anything from the federal level that will help with the project. Member Yoshimi explains that there are multiple approaches in place to address the "last mile" connectivity challenge, ensuring that the final segments of broadband infrastructure reach underserved areas. Both of Hawaii's major carriers have continued to make significant capital investments, exceeding expectations in recent years. This is seen as a strong indicator of long-term commitment. The team remains hopeful

that additional funding for minimal remaining work will be secured through the BEAD (Broadband Equity, Access, and Deployment) program. The outlook for completing the last mile work is promising, especially given its designation as a high priority by the administration.

Member Kumabe asked whether there is additional trans-pacific capacity being added to support growing consumption. Member Yoshimi confirmed at least three (3) new undersea cable systems are currently under construction by Google, with landings expected within the next one (1) to two (2) years. These systems will land at a facility located at the University of Hawaii – West Oahu campus. Additionally, three (3) more systems are in active discussion, with the goal of maintaining a continuous pipeline of capacity expansion. The outlook is encouraging, especially given the current momentum and interest from major infrastructure players.

VIII. Good of the Order

a. Announcements

Chair Sakuda reminded the Committee that the Hawaii Digital Government Summit will take place on September 30, 2025, at the Sheraton Waikiki Hotel, which will bring together state and local government workers to discuss digital government initiatives. Also, October is Cybersecurity Awareness Month.

Chung Chang shared that the week of September 8th is Tech Week with various activities happening. Also the week of October 6th is digital inclusion week with a lot of national activities that are happening locally.

b. Next Meeting: November 20, 2025

The Committee will invite another major modernization project team to present at the next meeting.

IX. Adjournment

Chair Sakuda called for adjournment. The meeting was adjourned with a motion by Member Senator Moriwaki and a second by Member Nishida at 4:30 p.m.