



Information Technology Steering Committee (ITSC)

November 20, 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)

Miki Hardisty, 'Ōlelo

Bill Kumagai, Transform Hawaii Government (THG)

Benson Choo, Finance Factors

Joel Kumabe, Ohana Pacific Health

Arnold Kishi, Center for Internet Security, MS-ISAC

Mai Nguyen Van, Judiciary

Amy Peckinpugh, Hawaii State Department of Education

Eugene Chang, IEEE Computer Society, Hawaii Chapter

Senator Sharon Moriwiki, State Legislature

Members Excused

Representative Greggor Ilagan, State Legislature

Marcus Yano, CBTS Hawaiian Telcom

Garret Yoshimi, University of Hawaii

Staff

ETS: Joanna Lee, Javzandulam Azuma, Lisa Huang, Catherine Arellano-Alcotas, Jussi Sipola, Juha Kauhanen, Tom Ku, Vincent Hoang, Lenora Fisher, Joseph Lee, Glenn Dela Cruz, Kelli Wang

Candace Park, Deputy Attorney General

CSEA: Brandon Flores, Lynette Lau, Garrett Murayama, Arthur Minagawa

Allen Nguyen

Tricia Harris

Rylee Chapman

Kumar Ajith Puthan

Venus Delos Santos

I. Call to Order; Roll Call

The meeting was called to order at 3:03 p.m. Roll call was taken, and quorum was established.

II. IT Steering Committee Members

Chair Sakuda announced the two new committee members: Miki Hardisty and Representative Greggor Ilagan.

Member Hardisty, appointed by the Speaker of the House of Representatives, recently returned to Hawaii. Member Hardisty brings to the committee a background in AI and data science along with thirty years in technology leadership roles.

Member Ilagan was appointed by the Speaker of the House of Representatives and was the former chair of the House IT Committee. Member Ilagan is recognized for his legislative collaboration with the Office of Enterprise Technology Services.

III. Review and Approval the August 28, 2025, Meeting Minutes

Motion to approve the meeting minutes by member Choo. Members Kumagai and Kumabe seconded the motion. A vote was taken and the motion passed unanimously.

IV. Public Testimony

None.

V. State Enterprise Projects Updates

- a. Department of the Attorney General (ATG) Childhood Support Enforcement Agency (CSEA) KEIKI Re-platform Off Mainframe (KROM) Project. This project will modernize the State's automated child support software and systems.

Lynette Lau, CSEA administrator, explained that the KEIKI project is a legacy system that was implemented in 1998. It is the first step to realizing a fully modernized statewide system.

Brandon Flores, CSEA assistant manager, provided an overview of the project:

- i. Modernization of the 25-year-old KEIKI child support system;
- ii. Migration from mainframe to AWS GovCloud;
- iii. Refactoring from Natural to C# and SQL;
- iv. UAT began in August 2025; go-live planned for March 2026;
- v. Monthly IV&V reports reviewed by federal OCSE;
- vi. Strong collaboration with vendors (ProTech, IBM) and internal staff;
- vii. Security compliance with IRS Pub 1075 and NIST 800-53;
- viii. Cost savings expected post-migration; and
- ix. Staff training completed for AWS and new technologies.

Member Hardisty inquired whether penetration testing and threat vector analysis were part of the overall testing strategy, especially given the presence of personally identifiable and financial data. She emphasized the importance of these tests during the migration phase, not just in preparation for the IRS audit. Member Hardisty also

clarified her concern about real-time security validation during infrastructure migration, not just post-launch or audit preparation.

Garret Murayama, CSEA IT Supervisor, responded to the audit context and compliance question. Child support systems are subject to rigorous IRS audits every three years under IRS Publication 1075, which governs handling of Federal Tax Information (FTI). The system is being built to meet FedRAMP High standards and hosted in AWS GovCloud to comply with IRS requirements (e.g., no offshore support). All systems (mobile app, portals, analytics) are designed for NIST 800-53 compliance, which underpins 1075.

In response to penetration testing and continuous monitoring, guest Moriyama explained that independent third-party penetration testing has been scheduled. The team uses Tenable Nessus, a security scanning tool that continuously monitors AWS environments. Each UAT stack is scanned monthly, and findings are reviewed and remediated with the vendor. Security is treated as an ongoing process, not just a one-time audit prep. After each audit, a Corrective Action Plan (CAP) is implemented and maintained until the next audit.

Chair Sakuda asked for advice that can be given to other departments that are implementing big modernization projects and what do they attribute this study success of the project to.

The CSEA team replied that there are five major attributes:

- i. Strong communication and collaboration: daily meetings and open communication channels (e.g., Teams chat) with vendors and internal teams allow for real-time issue resolution along with close coordination with the IV&V vendor helps identify and address potential issues early.
- ii. Dedicated and skilled team: the internal team, including developers and line staff, is highly engaged and technically strong. Staff are involved in both their regular duties and user acceptance testing (UAT), demonstrating commitment and adaptability.
- iii. Leadership and consistency: leadership plays a key role in maintaining momentum and morale throughout the long project lifecycle while consistent presence and active participation from the state team are essential—projects can't be handed off entirely to vendors.
- iv. Proactive problem solving: the team proactively identifies inefficiencies (e.g., costly data extracts) and implements solutions to reduce costs and keep the project on track.
- v. Institutional knowledge and ownership: deep understanding of the legacy system and business logic enables the team to guide the modernization effectively and the project is treated as a shared responsibility, not just a vendor-led effort.

Member Kumagai inquired about the IV&V program and where it has been helpful, where could it be improved to provide more value? Also, what is the status of ETS's efforts to standardize the program.

Guest Murayama shared insights into the program. IV&V has evolved significantly over the years—from just observing and reporting to becoming a true partner in project success. Guest Murayama praised Acuity's approach, noting they proactively help identify and resolve issues rather than just flagging problems. IV&V consultants bring deep project management expertise and serve as an extra set of eyes, which is valuable even if sometimes overwhelming. Guest Murayama continues that there are a few inconsistencies where different IV&V consultants use different methods and criteria. Some evaluate detailed line items; others use broader categories. This inconsistency can make it harder for evaluators to interpret reports.

Both member Kumagai and guest Murayama agreed that standardization—like clearer definitions of “red/yellow/green” status—could improve the program's effectiveness.

Continuing the conversation, member Chang expressed concerns about the need for clearer insight into the effort required to resolve red/yellow issues—how much time and cost is involved.

Guest Murayama explained that the details are in the fine print—specifically, a spreadsheet at the end of the report that lists observations and multiple recommendations per observation. His team actively works to close recommendations as they come in. Currently, there are twelve recommendations, with about five already closed. Some recommendations may remain open until the end of the project, depending on the situation. While the project is fixed-price, resource hours still matter—having enough staff to resolve issues is key.

Chair Sakuda and guest Todd Omura, ETS IT Governance Officer, gave a little background regarding IV&V. ETS is reviewing and evaluating the IV&V process to ensure its meaningful, effective, and how it can be improved not only for internal teams and vendors but also for the public and legislature, since reports are posted online. The goal is to improve consistency across reports; clarity, especially around red and yellow ratings; and guidance for vendors to make reports more actionable and standardized. The challenge is to create a framework that improves consistency without stifling the value and flexibility of the IV&V service.

Member Kishi asked about the federal funders' involvement with the IV&V; are they reviewing the reports and if they identify any issues, what kind of feedback or response have they provided. Guest Flores, responded that the federal funders do review the IV&V reports and actively look for them on the website each month. His team meets quarterly with their OCSC federal counterparts to discuss any questions or concerns such as any issues that have been raised, what actions are being taken, and what progress has been made.

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 gave an overview of the plan's structure, goals, and shared service portfolio.

The IT Consolidation Plan is mandated by legislation passed in 2022 and updated in 2024. It must be finalized and submitted twenty calendar days before the 2026 legislative session. The plan aligns with the State IT Strategic Plan and encourages each department to develop its own IT strategy that supports both state-level and department-specific goals.

Core objectives of the plan:

- i. Optimize Limited Resources: Address underinvestment in IT and a 20% vacancy rate across departments;
- ii. Modernize Infrastructure: Transition from legacy systems to cloud-based platforms;
- iii. Enhance Cybersecurity: Implement enterprise-level governance and security operations; and
- iv. Improve Interdepartmental Collaboration: Harmonize constituent services and promote shared solutions.

Structure of the plan:

- i. Foundational Infrastructure: Shared hosting, networking, identity management;
- ii. Shared Solutions: Microsoft 365, Adobe eSign, financial and HR systems;
- iii. Professional Services: Project management, data migration, help desk support; and
- iv. End-User Services: Tools and support tailored to departmental needs.

A multi-level governance model is being developed, including the CIO, IT Coordinating Council, and department leadership. The final IT Consolidation Working Group vote is scheduled for December 15, 2025. ETS is actively seeking feedback and refining the plan based on department-specific needs and concerns.

Member Choo asked what the plan is to fill the 20% vacant rate as well as retain employees as systems are consolidated. Chair Sakuda responded that ETS is working closely with departments to help fill positions. Some job descriptions may be outdated and need revision to reflect modernized systems. As legacy systems are replaced, ETS is committed to supporting departments in updating roles, retaining and upskilling current employees, and bringing in new talents where needed. Chair Sakuda also acknowledged the need for more detailed plans and assured that workforce strategy will be a major component as the plan is finalized.

Member Moriwaki questioned how the plan will be implemented across departments and will the departments request more positions, or is the plan conceptual and expected to work within existing frameworks. Are there any funding or staffing requests tied to the plan for the upcoming legislative session? Also, how is the plan ensuring participation from department directors, not just IT staff and how will the plan address departments' reluctance to share resources?

Chair Sakuda explained the plan outlines a broad vision but will be broken into actionable steps over the next one to three years. ETS is focused on setting realistic, phased goals to avoid overextension and ensure measurable progress. There are no new fiscal requests being made this session specifically for the consolidation plan. However, ETS is mindful of the tight budget and is focusing on what can be achieved with current resources, while preparing for future funding requests. The IT Consolidation Plan Working Group—comprised mainly of department directors and deputies—will vote on the plan on December 15. This structure ensures executive-level accountability and buy-in, addressing past challenges with interdepartmental collaboration.

VII. Good of the Order

a. Announcements

- i. Introduce ETS' new Senior Communications Manager, Glenn Dela Cruz. Glenn will provide a brief update on the ETS CIO Annual Report.

Chair Sakuda announced ETS' new Senior Communications Manager, Glenn Dela Cruz, who also acts as ETS' public information officer. Glenn is currently working diligently on the ETS CIO Annual Report. We deferred the update on the report till the next meeting.

b. Next Meeting: February 26, 2026.

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

VIII. 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.