



**ENTERPRISE ARCHITECTURE (EA) —  
A BLUEPRINT FOR CHANGE  
APPENDIX D—ATTACHED AGENCIES**

# TABLE OF CONTENTS

<b>D. ENTERPRISE ARCHITECTURE ATTACHED AGENCIES, BOARDS, AND COMMISSIONS</b> .....	<b>6</b>
<b>D.1 ATTACHED AGENCY AREAS</b> .....	<b>6</b>
<b>D.1.1 ACCOUNTING AND GENERAL SERVICES AND ASSOCIATED ATTACHED AGENCIES</b> .....	<b>6</b>
<b>D.1.1.1 HAWAII STATE FOUNDATION ON CULTURE AND THE ARTS</b> .....	<b>6</b>
<b>D.1.1.2 HAWAII CAMPAIGN SPENDING COMMISSION</b> .....	<b>7</b>
<b>D.1.1.3 OFFICE OF ELECTIONS</b> .....	<b>12</b>
<b>D.1.1.4 ENHANCED 911 BOARD</b> .....	<b>15</b>
<b>D.1.1.5 STATE BUILDING CODE COUNCIL</b> .....	<b>16</b>
<b>D.1.1.6 ACCESS HAWAII COMMITTEE</b> .....	<b>18</b>
<b>D.1.1.7 STADIUM AUTHORITY</b> .....	<b>20</b>
<b>D.1.2 BUDGET AND FINANCE</b> .....	<b>22</b>
<b>D.1.2.1 EMPLOYEE RETIREMENT SYSTEM (ERS)</b> .....	<b>22</b>
<b>D.1.2.1 HAWAII EMPLOYER-UNION HEALTH BENEFITS TRUST FUND (EUTF)</b> .....	<b>26</b>
<b>D.1.3 DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT AND TOURISM (DBEDT)</b> .....	<b>30</b>
<b>D.1.3.1 HAWAII TOURISM AUTHORITY</b> .....	<b>30</b>
<b>D.1.3.2 COMMUNITY DEVELOPMENT AUTHORITY</b> .....	<b>32</b>
<b>D.1.3.3 LAND USE COMMISSION</b> .....	<b>35</b>
<b>D.1.3.4 THE NATIONAL DEFENSE CENTER OF EXCELLENCE FOR RESEARCH             IN OCEAN SCIENCES (CEROS)</b> .....	<b>37</b>
<b>D.1.4 DEPARTMENT OF DEFENSE</b> .....	<b>39</b>
<b>D.1.4.1 OFFICE OF VETERAN SERVICES</b> .....	<b>39</b>
<b>D.1.5 DEPARTMENT OF HEALTH</b> .....	<b>41</b>
<b>D.1.5.1 STATE HEALTH PLANNING AND DEVELOPMENT AGENCY</b> .....	<b>41</b>
<b>D.1.5.2 STATE COUNCIL ON DEVELOPMENTAL DISABILITIES</b> .....	<b>43</b>
<b>D.1.5.3 HAWAII HEALTH SYSTEM CORPORATION (HHSC)</b> .....	<b>45</b>
<b>D.1.5.4 EXECUTIVE OFFICE ON AGING</b> .....	<b>48</b>

<b>D.1.6 DEPARTMENT OF HUMAN SERVICES .....</b>	<b>51</b>
<b>D.1.6.1 OFFICE OF YOUTH SERVICES .....</b>	<b>51</b>
<b>D.1.6.2 HAWAII PUBLIC HOUSING AUTHORITY.....</b>	<b>55</b>
<b>D.1.7 DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS.....</b>	<b>61</b>
<b>D.1.7.1 DEPARTMENT OF INDUSTRIAL RELATIONS APPEALS BOARD .....</b>	<b>61</b>
<b>D.1.7.2 HAWAI'I CIVIL RIGHTS COMMISSION .....</b>	<b>64</b>
<b>D.1.7.3 OFFICE OF LANGUAGE ACCESS .....</b>	<b>66</b>
<b>D.1.8 DEPARTMENT OF PUBLIC SAFETY .....</b>	<b>70</b>
<b>D.1.8.1 CRIME VICTIM COMPENSATION COMMISSION.....</b>	<b>70</b>
<b>D.1.8.2 HAWAI'I PATROLLING AUTHORITY .....</b>	<b>72</b>
<b>D.1.9 DEPARTMENT OF TRANSPORTATION .....</b>	<b>74</b>
<b>D.1.9.1 OAHU METROPOLITAN PLANNING AUTHORITY .....</b>	<b>74</b>

## LIST OF TABLES

Table 1: Hawaii State Foundation on Culture and the Arts .....	6
Table 2: Hawaii Campaign Spending Commission .....	8
Table 3: Office of Elections.....	12
Table 4: Enhanced 9-1-1 Board .....	15
Table 5: State Building Code Council.....	17
Table 6: Access Hawai'i Committee .....	18
Table 7: Stadium Authority .....	20
Table 8: Employee Retirement System (ERS).....	22
Table 9: Employer-Union Health Benefits Trust Fund (EUTF).....	26
Table 10: Hawai'i Tourism Authority .....	30
Table 11: Community Development Authority .....	33
Table 12: Land Use Commission .....	35
Table 13: National Defense Center of Excellence for Research in Ocean Sciences (CEROS).....	38
Table 14: Office of Veteran Services.....	40

Table 15: State Health Planning and Development Agency .....42

Table 16: State Council of Developmental Disabilities.....43

Table 17: Hawai'i Health System Corporation (HHSC).....45

Table 18: Executive Office of Aging.....48

Table 19: Office of Youth Services .....51

Table 20: Hawai'i Public Housing Authority .....55

Table 21: Department of Industrial Relations Appeals Board .....62

Table 22: Hawai'i Civil Rights Commission .....64

Table 23: Office of Language Access .....66

Table 24: Crime Victim Compensation Commission .....70

Table 25: Hawai'i Patrolling Authority .....72

Table 26: Oahu Metropolitan Planning Organization.....74



**D. ENTERPRISE ARCHITECTURE ATTACHED  
AGENCIES, BOARDS, AND COMMISSIONS**

# D. ENTERPRISE ARCHITECTURE ATTACHED AGENCIES, BOARDS, AND COMMISSIONS

This section provides additional detail regarding Attached Agencies and Boards and Commissions. On June 21, 2012 a call went out to 116 Attached Agencies to ensure appropriate representation in Hawaii’s Strategic Plan and the Enterprise Architecture. Information regarding the 162 Boards and Commissions was captured during meetings with the Departments. However this appendix will serve as a place holder for additional input from Attached Agencies and Boards and Commission as part of the life cycle management for the Enterprise Architecture.

Each attached agency is aligned with a State Agency for a minimum of administrative support. In some cases the attached agency is an integral part of the State Agency’s budget and planning process such as the Employee Retirement System (ERS) and the Employer-Union Health Benefits Trust Fund (EUTF) alignment with Budget and Finance (B&F). In some cases, an attached agency’s parent agency provides mostly administrative support and the attached agency is functionally aligned and plans with a different agency. For example the Department of Youth Services attached agency is aligned and receives administrative support from the Department of Human Services (DHS) but is functionally aligned with the State’s Line of Business “Justice” as part of the Attorney General’s purview. The Department of Youth Services Attached

Agency participates in planning with the Justice Line of Business with regard to upgrades and use of the Juvenile Justice Information System (JJIS).

## D.1 ATTACHED AGENCY AREAS

### D.1.1 ACCOUNTING AND GENERAL SERVICES AND ASSOCIATED ATTACHED AGENCIES

The Accounting and General Services State Agency has fifteen attached agencies. The following tables are representative of feedback that was captured electronically and via personal visits.

#### D.1.1.1 HAWAII STATE FOUNDATION ON CULTURE AND THE ARTS

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Hawaii State Foundation on Culture and the Arts.

**Table 1: Hawaii State Foundation on Culture and the Arts**

<b>Name of Attached Agency, Board, or Commission</b>	Hawaii State foundation of the Culture and the Arts (SFCA)
<b>Department or other Organization Attached or Reporting To</b>	Department of Accounting & General Services (DAGS)
<b>Mission Statement</b>  A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.	To promote, perpetuate, preserve, and encourage culture and the arts, history and the humanities as central to the quality of life of the people of Hawai’i.
<b>Vision Statement</b>  If you have a vision statement, a brief description of what you want your organization to become, if applicable.	---

<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<ul style="list-style-type: none"> <li>• To develop and provide resources, leadership, advocacy and awareness in support of culture and the arts in Hawai'i.</li> <li>• To increase access to culture and the arts, especially to Neighbor Island and underserved communities.</li> <li>• To focus on encouraging and enhancing Native Hawaiian culture and arts, artists and practitioners</li> <li>• To increase opportunities for arts education and experiences, especially for pre-K-12 grade level students</li> <li>• To develop the Hawai'i State Art Museum as "the people's museum" and fulfill its potential in furtherance of HSFCA's mission and priorities</li> </ul>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), and periodicity of measurement, units, baselines, and actuals for FY12, and targets for FY13.</p>	<p>---</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<ul style="list-style-type: none"> <li>• Develops and administers arts education programs and activities</li> <li>• Develops and administers folk and traditional arts programs and activities.</li> <li>• Develops and administers programs and activities in community arts.</li> <li>• Provides grants in arts and culture statewide.</li> <li>• Administers and develops works of art efforts in the community statewide.</li> <li>• Develops legislation and events and programming to grow and promote the arts and cultural appreciation statewide.</li> </ul>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>The SFCA has proprietary software designed for grants administration and public art programs. It is an access-based program called Pearl. This database is used to interface with a database used for federal reporting at the national level.</p> <p>We conduct grants administration using an online application and reporting process called Culture Grants Online or our name, Ko'o Hana No'eau. This platform is provided by the Western States Arts Federation, a regional service agency. We also subscribe to a visual arts platform for juried exhibition calls, which is maintained by the same agency.</p> <p>The SFCA website has been extensively redesigned. A comparatively elaborate site was infiltrated by hackers in 2011, causing downtime for 3 months. A simplified website was reopened in the fall of that year and is still undergoing building and redesign. Substantial help was provided by DAGS Systems and Procedures.</p> <p>We have two servers that maintain a large inventory of visual images and are in the process of digitizing the collection for public access.</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>Due to a severe cutback in funding at both the State and Federal level since FY 2010, we have not been able to purchase much new equipment and have been exercising a "bare bones" philosophy; replacement rather than initiating might summarize our situation. However, we have made most of our equipment accessible to staff regardless of funding source in order to keep our programs and services effective and presentable. Technology does appear in</p>

	our strategic plan as important to our services to and programs in the community. We have a committee that reviews IT matters, including equipment, training, and planning for the future and appries the executive director on the organization's technical needs. In view of an impending plans to reorganize and engage in visioning for the future, the SFCA will have greater need for IT services and technology.
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	We maintain data on grants and cultural resources, artists, and our Art in Public Places Collection, composed of more than 6,000 works of art. We are digitizing images of the collection and plan to make the collection accessible online in the next year.
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	Plans for future projects and upgrades for our technology are a high priority and will be discussed as part of a new strategic plan to be developed in FY2013 for an effective date July 1, 2014. We have a mandate to work with the Information Practice regarding technology used and system upgrades.

## D.1.1.2 HAWAII CAMPAIGN SPENDING COMMISSION

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Hawaii Campaign Spending Commission.

**Table 2: Hawaii Campaign Spending Commission**

<b>Name of Attached Agency, Board, or Commission</b>	Hawaii Campaign Spending Commission
<b>Department or other Organization Attached or Reporting To</b>	Department of Accounting & General Services (DAGS)
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	The Hawaii Campaign Spending Commission is dedicated to the integrity and transparency of the campaign finance process by enforcing campaign finance laws of disclosure that require the reporting of contributions and expenditures as well as administering the public financing program.
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	---



## Strategic Goals and Objectives

The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.

- Goal #1: To simplify and clarify campaign spending laws in order to improve implementation and compliance.

Objective:

- a) Recodification of campaign finance laws.

- Goal #2: To increase public education, awareness, and access.

Objectives:

- a) Develop a simple, multi-year education plan to create broad-based public knowledge of campaign finance;
- b) Hold public seminars;
- c) Improve web-based information;
- d) Develop capacity for regular public information releases during electoral season on contributions and expenditures;
- e) Establish procedures between campaign finance, elections, and ethics offices to coordinate efforts; &
- f) Establish procedures between campaign spending office and the procurement office to coordinate efforts.

- Goal #3 : Increase the technological capacity to improve access, reduce paperwork, and increase compliance.

Objectives:

- a) Develop front-end system so all committees can file reports online, access information online, and receive assistance online;
- b) Develop user diagnostics to serve as an early warning system for committees on potential violations;
- c) Increase the Commission's analyses capabilities; &
- d) Keep the system current and updated.

- Goal #4: Upgrade the training for and ability of the committees to comply with campaign spending laws.

Objectives:

- a) Develop a comprehensive curriculum with training modules on most asked, most problematic, and new campaign finance provisions;
- b) Establish a goal for minimum competency of committees through testing and/or training;
- c) Create new methods for training and disseminating information, including virtual training; &
- d) Hold public discussions to highlight important issues.

- Goal #5: Encourage compliance.

Objectives:

	<ul style="list-style-type: none"> <li>a) Develop system for automatic online, email, and postal notifications;</li> <li>b) Develop escalating penalties for repeat and gross violations;</li> <li>c) Simply and expedite disposition of offenses; &amp;</li> <li>d) Automate tracking and follow up communications.</li> </ul> <p>• Goal #6: Increase and stabilize the Commission’s institutional capacity to carry out its mission.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>a) Develop proposals to stabilize funding including a general appropriation to the trust fund at 4 to 6 year intervals;</li> <li>b) Articulate the philosophy of fines as fines rather than as a dependable or primary funding source for Commission operations;</li> <li>c) Plan for potential staff transitions;</li> <li>d) Continue Commissioner development;</li> <li>e) Document procedures;</li> <li>f) Evaluate space needs for possible staff expansion due to potential for increased statutory responsibilities; &amp;</li> <li>g) Develop contingency plans for public funding scenarios.</li> </ul>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics’ name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<ol style="list-style-type: none"> <li>1. Work product aligned with strategic plan;</li> <li>2. Obtain 85% compliance with committees and corporations filing financial disclosure reports in a timely manner;</li> <li>3. To review all statutorily required reports filed by committees &amp; corporations;</li> <li>4. To provide education, training, and assistance to committees, corporations, &amp; general public including Hawaii residents regarding the requirements of campaign finance laws and rules;</li> <li>5. Number of enforcement actions taken to achieve compliance with campaign finance laws;</li> <li>6. To increase transparency of campaign finance information &amp; encourage public interest in campaign finance information;</li> <li>7. To administer the public financing programs by providing funding to qualified candidates; &amp;</li> <li>8. To propose legislation to clarify &amp; strengthen the transparency objectives of the Commission.</li> </ol>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<ol style="list-style-type: none"> <li>1. Oversee, administer, and regulate campaign finance laws &amp; rules;</li> <li>2. Review and audit all statutorily required reports filed by approximately 600 committees or corporations;</li> <li>3. Monitor all reports filed &amp; inform committees or corporations of defective or deficient reports;</li> <li>4. Conduct investigations of alleged violations of campaign finance laws;</li> <li>5. File complaints for violations of campaign finance laws;</li> </ol>

6. File &/or defend court litigation;
7. Negotiate &/or prepare settlement agreements for campaign spending violations;
8. Conduct administrative hearings including contested case hearings;
9. Issue advisory opinions;
10. Prepare and propose legislation to clarify campaign finance law;
11. Provide education, training, & assistance to all committees or corporations (i.e., presentations, guidebooks, manuals, newsletters, phone calls, etc.);
12. Conduct outreach efforts to communicate with stakeholders and interested parties regarding campaign finance information (i.e., website, Facebook, twitter, automated email program, newsletter);
13. Administer and monitor two (2) public financing programs for qualified candidates (i.e., partial public funding & Hawaii County Council Comprehensive Public Funding);
14. Administrate and monitor website, three (3) web-based electronic filing systems (i.e., candidate committee, noncandidate committee, & corporations), & social media applications as well as program, install, maintain, troubleshoot, & provide technical support for the Commission's IT system;
15. Adopt rules;
16. Respond to OIP (open records) requests;
17. Prepare matters including public meeting agendas/materials for Commissioners;
18. Employ or contract with persons necessary to conduct Commission operations/business (including hiring staff); and
19. General business (i.e., attend to fiscal matters, prepare budget & annual reports, strategic planning, procurement matters, inventory, purchase office supplies/equipment, media relations, etc.)

### Technology – Current State

Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.

The Commission operates an in-house server (Dell PowerEdge T110 II) for file sharing, backup services, and centralized virus protection for network clients. We currently have one (1) in-house server with seven (7) clients connected to that server (5 staff and 2 public computers). The Commission uses social media sites Facebook and Twitter for disseminating campaign spending information to the public. The Commission also uses bitly (bitly.com) for URL shortening, miMedia (mimedia.com) for cloud storage services to distribute meeting materials to Commission members, SurveyMonkey (surveymonkey.com) for the Commission's on-line survey, and Google Docs (docs.google.com) for on-line forms used to obtain RSVPs from training class attendees. All of these services with the exception of SurveyMonkey are free of charge. SurveyMonkey charges a nominal fee for the use of its service.

### Technology – Future State

If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.

With the help of OIMT and ICSD, the Commission plans to use Socrata (data.hawaii.gov) for its online searchable database of candidate and noncandidate committee campaign spending data. ICSD is assisting the Commission with creating a flat file from the backend database that captures the candidate and noncandidate committee filings containing campaign contributions and expenditures. From there, we plan to work with OIMT and others to create an API to automatically pull that flat file up to data.hawaii.gov for public viewing. The ultimate goal after this is done is to "dress the data up" by using the Socrata features to create visualizations of the data. The data is only as good as the "story" which will be told by the visualizations.

	<p>The Commission developed an App using conduit.com which is a free service and plans to incorporate the online searchable database before launching it for public use. The Commission also setup an account with remind101.com which is a free service that allows the Commission to send free text message report reminders to our filers. The service was developed for text communication between teachers and students so the Commission needs to fine tune this feature to make it more applicable to what the Commission does. The Commission would also like to automate some of its standardized tweets on Twitter to eliminate the human intervention aspect and build efficiencies with the use of that social medium.</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>ICSD developed three (3) electronic filing systems for the Commission in the last five years (i.e., Candidate Filing System, Noncandidate Committee Filing System, &amp; Corporate Reporting System). These three systems are our frontend systems that are used to capture data from our filers which populates our DB2 backend database that resides on one (1) of our two (2) IBM Virtual Blade Servers situated in the basement of the Kalanimoku Building. Only the Commission uses the data but the data is very popular with the various media outlets in the State and the general public. We are also aware that Jared Kuroiwa (brchawaii.com) and Ed Bender (followthemoney.org) are scraping data from our online campaign spending reports and using the data for their own online searchable databases at the websites cited.</p>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>The Commission's immediate project is the Socrata project as described above. Also, our staff and public computers are over five to seven years old but are working fine but slow. There will come a time in the future when the Commission will have to invest in the purchase of new computers. Until then, we will continue to use what we have. The other project of the Commission will be to redevelop our office website. The current website design using the Plone open-source format is about three years old and it can be redesigned to be more user-friendly to our website visitors. The Commission is currently using Plone version 3.2.2. The website redesign will be done in-house and there will be no cost associated with that effort.</p>

### D.1.1.3 OFFICE OF ELECTIONS

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for Office of Elections.

**Table 3: Office of Elections**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>Office of Elections</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>Department of Accounting and General Services</p>
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>To provide secure, accessible, and convenient election services to all citizens statewide.</p>

<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>---</p>
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<p>To maximize voter participation in the electoral process by developing policies and procedures that encourages registration and turnout.</p>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>A. Customer Satisfaction Measure</p> <p>B. The number of complaints and challenges we receive, on or following, each election. This data is important to determine how effectively voters have been informed of their rights and responsibilities and how effectively we have served their communities.</p> <p>C. Program Standard Measure</p> <p>D. The number of people who continue to register to vote and cast their vote on election day.</p> <p>E. Cost Effectiveness Measure</p> <p>No effective measurement of benefit is available except for feedback from voters and expenditures not exceeding budget amount.</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>1. Direct and coordinate the statewide election systems and assists the counties with county elections:</p> <ul style="list-style-type: none"> <li>• Provide election services statewide.</li> <li>• Prepare, procure and control inventory of election ballots for state and concurrently conducted county elections statewide.</li> <li>• Provide secure, accessible and convenient voting services to all eligible voters statewide.</li> <li>• Process, tabulate and distribute election results statewide.</li> <li>• Provide computer support services (hardware and software applications) for elections (state and county).</li> <li>• Provide logistical and warehousing support for elections (state and county).</li> </ul> <p>2. Provide voter registration services to qualified citizens.</p> <ul style="list-style-type: none"> <li>• Maximize voter registration statewide.</li> <li>• Equalize voter registration between districts statewide.</li> </ul> <p>3. Responsible for public education with respect to voter registration and information.</p> <ul style="list-style-type: none"> <li>• Maintain data relating to registered voters, elections, apportionment and districting.</li> <li>• Provide necessary technical services and support to the Reapportionment Commission.</li> <li>• Provide staff support to the Elections Commission.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide staff support to the Board of Registration.</li> <li>• Conduct elections in compliance with all federal and state laws.</li> </ul>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<ul style="list-style-type: none"> <li>• Phoenix Election Information Management System</li> <li>• AskEd Election Day Control Center Application</li> <li>• Geographic Information System Applications</li> <li>• Polling Place Locator</li> <li>• Legislative Reapportionment Plan</li> <li>• Statewide Election Maps</li> <li>• Geographic Information System Server</li> <li>• SQL Server</li> <li>• Election Day Results server</li> <li>• Election Day Recruitment server</li> <li>• State of Hawaii Web server</li> <li>• SFTP service for voter registration information and candidate information</li> <li>• WebEx Remote Desktop service</li> </ul>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>Would like to replace large format plotters</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<ul style="list-style-type: none"> <li>• Voter Registration Data Shared with counties</li> <li>• US Census data – Office of State Planning</li> <li>• Legislative Boundaries - Shape files - Office of State Planning</li> <li>• Election Day Worker Recruitment Information</li> <li>• Candidate Filing information</li> </ul>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>Statewide Voter Registration System Conversion</p>

## D.1.1.4 ENHANCED 911 BOARD

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for Enhanced 9-1-1 Board.

**Table 4: Enhanced 9-1-1 Board**

<b>Name of Attached Agency, Board, or Commission</b>	Table 4: Enhanced 9-1-1 Board				
<b>Department or other Organization Attached or Reporting To</b>	Department of Accounting & General Services (DAGS)				
<b>Mission Statement</b>  A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.	The mission of the State of Hawaii Enhanced 9-1-1 Board to provide oversight of the established special fund outside the state treasury and to ensure that 9-1-1 surcharge revenue is administered and disbursed to the Public Safety Answering Points in accordance with State statutes in order to sustain enhanced 9-1-1 service for the public's benefit today and funding future enhanced 9-1-1 technologies.				
<b>Vision Statement</b>  If you have a vision statement, a brief description of what you want your organization to become, if applicable.	The State of Hawaii vision is to provide enhanced 9-1-1 access for the public from any device, anywhere, at all times when help is needed.				
<b>Strategic Goals and Objectives</b>  The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.	Prepare for next generation and future technologies Enhanced 9-1-1 capabilities in the IP world.				
<b>Performance Metrics</b>  Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.	<b>Metrics Name</b>	<b>Data Source</b>	<b>Periodicity of Measurement</b>	<b>Actuals of FY 2012</b>	<b>Targets for FY 2013</b>
	# of Wireless/VoIP/Wireline 9-1-1 calls to all county PSAPs	County PSAP databases	Monthly	TBD after accounting close of FY2012	TBD after close of FY2012
	Percent of E9-1-1 Funds Disbursed for New Technology for PSAPs	E9-1-1 Committee and Board Meetings and financial reports	Monthly	TBD after accounting close of FY2012	TBD after close of FY2012
	# of E9-1-1 educational outreach programs during the fiscal year	E9-1-1 Financial Reports	Monthly	None	1 (one)

<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>The Enhanced 9-1-1 Board is the overall policy board administering the Enhanced 9-1-1 fund. There are three committees supporting the board: Communications; Technical; and Finance. Each committee is comprised of individuals from both industry and government 9-1-1 community. The committees review and consider legislative actions, acquisition technology requests ensuring consistency within the law and funding determination on acquisitions. The committee recommendations undergo final approval and action by the Board.</p>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>The technology the board utilizes is the web site that is hosted by a contractor with links to DAGS. This is a subcontractor through the State of Hawaii contract for Executive Director services with TKC Consulting Group. The web site is: <a href="http://www.hawaiienhanced911.hawaii.gov">www.hawaiienhanced911.hawaii.gov</a>.</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>Upgrades are necessary to support Enhanced 9-1-1 for next generation IP networks. Currently the 9-1-1 network is being provided by Hawaiian Telcom. The network infrastructure is an analog network built many years ago for a wired environment. The world is mobile today and IP. The board will be addressing this issue in order to ensure that access to 9-1-1 is available for the public with future 9-1-1 technologies.</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>Financial reports are monthly as prepared for the board. The fund is audited annually in accordance with GAAP. These financial reports are posted on the web site for access by the public. Additionally, reports are generated and posted on the web site for each county Public Safety Answering Point (PSAP). Each county uses the PSAP information as a management tool.</p>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>---</p>

### D.1.1.5 STATE BUILDING CODE COUNCIL

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the State Building Code Council.



**Table 5: State Building Code Council**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>State Building Code Council (the Council)</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>Department of Accounting &amp; General Services (DAGS)</p>
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>Adopt state building codes based on nationally recognized model building codes which the counties are required to adopt within two years of state adoption. The objective to provide the citizens with current and uniform building codes in all counties.</p>
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>---</p>
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<p>---</p>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>Adopt model building codes within 18 months of publication.</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>Review, amend, and adopt model building codes.</p>

<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>The Council has a website maintained by the Systems and Procedures of Office of the Department of Accounting and General Services</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>---</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>---</p>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>---</p>

### D.1.1.6 ACCESS HAWAII COMMITTEE

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Access Hawaii Committee.

**Table 6: Access Hawai`i Committee**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>Access Hawai`i Committee</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>Department of Accounting &amp; General Services (DAGS)</p>

<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>As defined in Act 172, SLH 2007, the Committee provides oversight of the portal manager, the entity engaged to manage and operate the internet portal on behalf of the State.</p>
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>---</p>
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<ul style="list-style-type: none"> <li>• Duties of the committee include:</li> <li>• Review of the annual strategic plan and periodic reports on potential new applications and services submitted by the portal manager;</li> <li>• Review and approval of all charges to portal users;</li> <li>• Review and approval of service level agreements negotiated by government agencies with the portal manager;</li> <li>• Review of the annual financial reports and audit of the portal manager;</li> <li>• Review of annual customer satisfaction surveys conducted by the portal manager; and</li> <li>• Review of performance measures of the portal submitted as part of the service management plan for portal-wide indicators and application specific indicators.</li> </ul>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>---</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>See Strategic Goals and Objectives</p>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>---</p>

<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	---
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	Meeting minutes located at: <a href="http://ahc.ehawaii.gov/openedit/meetings.html">http://ahc.ehawaii.gov/openedit/meetings.html</a>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	---

### D.1.1.7 STADIUM AUTHORITY

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Stadium Authority.

**Table 7: Stadium Authority**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	Stadium Authority
<p><b>Department or other Organization Attached or Reporting To</b></p>	Department of Accounting & General Services (DAGS)
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	Aloha Stadium is the State of Hawaii’s largest outdoor arena. Our mission is to meet the challenge of providing a first class arena where the dreams of our young people can be realized through participation in sporting and other special events, where the spirit of achievement can be nourished by the thrill of healthy competition, where families can gather to share their cultural diversity with pride and a feeling of Aloha”
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	To evolve into an unrestricted multi-functional facility that can be fully utilized by a wide range of people and groups to address their needs while realizing sufficient revenues to sustain and continue to improve the operation and maintenance of the facility.

<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<p><b>GOALS:</b></p> <ol style="list-style-type: none"> <li>1. To maximize revenue generating opportunities to address costs associated with the operation, maintenance, and continuous improvements to the facility</li> <li>2. To maximize green initiatives.</li> </ol> <p><b>OBJECTIVES:</b></p> <ol style="list-style-type: none"> <li>1. Develop and successfully market creative ways to fully utilize all parts of the stadium for events.</li> <li>2. Work with existing clients to reduce client costs and increase the guest's experience.</li> </ol>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>Stadium management utilizes internal management/financial revenue, cost analysis, and utilization reports to evaluate performance, revenue and utilization maximization, and solvency.</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>The Program hosts more than 300 annual events including 150 swap meets, 10 major spectator events, various high school and grade school events, fairs and carnivals, concerts and shows, while hosting over 2 million visitors each year. Prior to and during events, the Program provides licensees and spectators with full function ticketing services, telecommunications hookups, field preparation, parking and traffic control, event crowd control, security services, emergency medical services, and custodial and porter services.</p>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<ul style="list-style-type: none"> <li>• <b>Box Office:</b> <ul style="list-style-type: none"> <li>– Paciolan computerized ticketing system,</li> <li>– TicketMaster computerized ticketing system,</li> <li>– Access management – scanning system with server.</li> </ul> </li> <li>• iphone app to highlight both the Stadium's events, specials, live information on traffic, stadium status, as well as Swap Meet - vendor locations, specials, etc.</li> <li>• Other currently used programs include Internet-driven programs such as Facebook, Twitter, LinkedIn, Pinterest, and Google maps.</li> <li>• Aloha Stadium website for event information, downloadable forms such as event application, employment applications.</li> </ul>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<ul style="list-style-type: none"> <li>• Fully integrated employment process from application, to hiring, to scheduling of hours, to payment for services/hours worked. Including time keeping system integrated with the State's payroll system.</li> <li>• Wireless connection for public access.</li> <li>• Door card keys to access doors and gates in lieu of a key system.</li> <li>• Electronic message boards to stadium perimeter and parking entrances.</li> <li>• Distributed Antenna System (DAS) to capitalize on potential revenue opportunities.</li> <li>• Gravitation to a predominately paperless system of operations.</li> </ul>

	<ul style="list-style-type: none"> <li>Expanding the use of the Aloha Stadium website to embrace the latest technology in the market that would increase exposure and increase revenues.</li> </ul>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>Many different financial reports are compiled and prepared on a regular basis for financial requirements, management analysis, legislative requests, and the Executive Branch, and Stadium Board needs.</p>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>Many different financial reports are compiled and prepared on a regular basis to address many different needs. Reports are prepared to meet financial requirements, to inform and update management, to address legislative requests, and to track trends. A comprehensive data collection and reporting system that would capture cost, revenues, and other data and prepare reports to meet user/program needs is a project that would be strongly considered by management. A comprehensive system would have significant and widespread positive impact on the operations and allow the Stadium's operation to capitalize on the latest technology to make its operation a much smoother one. (Cost is unknown/no definitive timeline has been established/funding source unknown at this time. Further guidance is needed from ICSD to understand the resources in the industry that are available to address this project)</p> <p>A project to upgrade the existing internet wiring throughout the stadium is another endeavor that has been postponed due to funding requirements. (No CIP funding/no timeline)</p>

## D.1.2 BUDGET AND FINANCE

The Budget and Finance State Agency has eleven (11) attached agencies. The following tables are representative of feedback that was captured electronically and via personal visits.

### D.1.2.1 EMPLOYEE RETIREMENT SYSTEM (ERS)

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Employee Retirement System (ERS).

**Table 8: Employee Retirement System (ERS)**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>Employees' Retirement System</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>Department of Budget and Finance</p>
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>Working together to provide a responsive, competent, and cost effective retirement program that elicits pride, confidence &amp; trust.</p>

<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>Be the best organization in meeting the retirement needs of our members.</p>
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<ol style="list-style-type: none"> <li>1. Improve the ERS funded ratio with the long-term goal of achieving a 100% funded ratio.</li> <li>2. Provide excellent service to members, retirees, beneficiaries, and employers.</li> <li>3. Streamline operational procedures and improve efficiencies.</li> <li>4. Earn superior investment performance using appropriate risk controls to achieve the approved investment return rate assumption.</li> <li>5. Identify, develop and evaluate timely and useful member, retiree, beneficiary, employer, and other stakeholder communications programs.</li> <li>6. Provide a nurturing and rewarding work environment for our team members.</li> </ol>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<ul style="list-style-type: none"> <li>• Customer service focuses on meeting the following standards:</li> <li>• Process payments: <ul style="list-style-type: none"> <li>• Initial pension – within 1 month of retirement date.</li> <li>• Finals – within 6 months of retirement date.</li> <li>• Refunds – within 3 weeks of application date.</li> <li>• Disability – within 1 month following board approval.</li> <li>• Death – within 1 month following receipt of all documents.</li> <li>• Reissued checks – within 1 week of receipt of authorizing document.</li> <li>• Vendor – within 1 week of receipt of approved invoice.</li> </ul> </li> <li>• Counseling: <ul style="list-style-type: none"> <li>• Estimates – within 1 month of request.</li> <li>• Phone calls – next business day.</li> <li>• Retirement – within 1 week of request for appointment.</li> </ul> </li> <li>• Correspondence: <ul style="list-style-type: none"> <li>• Written – next business day for acknowledgement; within 2 weeks for response.</li> <li>• Email – next business day for acknowledgement; within 2 weeks for response.</li> <li>• Forms or packet request – mail out by next business day.</li> <li>• Income verification – within 2 business days.</li> <li>• Income tax withholding – within 2 pay periods.</li> <li>• Purchase of service (determine cost) – within 2 weeks of receipt of request.</li> </ul> </li> <li>• File/folder request: <ul style="list-style-type: none"> <li>• Estimate – within 2 business days.</li> </ul> </li> </ul>

- Filing session – within 2 business days.
- Lawsuit – next business day.
- Other:
- Enrollment – within 1 month of 1st salary and hire form.
- Copying – next business day.
- Typing – next business day.
- Imaging – within 1 week after receipt of document.
- Contracts – within 1 month of award.
- Help desk – next business day.
- Reissue 1099R – next business day.
- Office mail – next business day.
- Other inter-branch request – within 2 business days.
- Other decisions – within 2 business days.
- Accounting:
- Receipts – record within next business day.
- Investments – record within 1 month.
- Bank reconciliation – by next month.
- Participant accounts (contributions) – by next month.
- Participant accounts (interest) – by next month.
- Participant accounts (reconciliation) – within 2 months after month end.

### Business Functions or Services

The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.

The Employees' Retirement System (ERS) of the State of Hawaii was established in 1926 to provide retirement allowances and other benefits to State and county government employees. The Board of Trustees is the governing body of the ERS, with certain areas of administrative control vested in the State Department of Budget and Finance.

The ERS administers benefits for service retirement, disability, and survivor benefits for employees of the State of Hawaii, the City and County of Honolulu, County of Hawaii, County of Maui and County of Kauai which includes teachers, professors, police officers, firefighters, judiciary employees, judges, and elected officials. The ERS collects retirement contributions from members; provides pre-retirement counseling services; conducts disability hearings and appeals; reviews claims for retirement, disability, and death benefits and certifies these benefits for payments; processes monthly pension checks to retirees and beneficiaries; accounts for and safeguards assets in the ERS investment portfolio; and invests funds to help finance this program.

The ERS administers benefits for service retirement, disability, and survivor benefits for employees of the State of Hawaii, the City and County of Honolulu, County of Hawaii, County of Maui and County of Kauai which includes teachers, professors, police officers, firefighters, judiciary employees, judges, and elected officials. The ERS collects retirement contributions from members; provides pre-retirement counseling services; conducts disability hearings and appeals; reviews claims for retirement, disability, and death benefits and certifies these benefits for payments; processes monthly pension checks to retirees and beneficiaries;



	<p>accounts for and safeguards assets in the ERS investment portfolio; and invests funds to help finance this program.</p> <p>The ERS is a qualified defined benefit public pension plan covered under Section 401(a) of the Internal Revenue Code. The Hawaii Revised Statutes Chapter 88 and Hawaii Administrative Rules Title 6, Chapters 20 – 29 contain the language governing the pension trust.</p> <p>The ERS covers all eligible full-time and part-time State and county employees in the State of Hawaii. Funding for benefit payments comes from employer and member contributions, and investments. The ERS membership is comprised of the following:</p> <p>ERS Membership as of June 30, 2011:</p> <ul style="list-style-type: none"> <li>• Total Members: 111,648</li> <li>• Active Members: 65,310</li> <li>• Retirees and Beneficiaries: 39,689</li> <li>• Inactive Members: 6,649</li> </ul>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>ERS currently uses Vitech System Inc.'s V3 Pension System version 8.7 which includes document imaging and workflow. Our Accounting System is Oracle Financials version 11.5 and ERS plans to upgrade to version 12.1 within the next year. Our servers are running Microsoft Windows server 2010; and our desktops are currently running on Microsoft Windows 7 from Windows XP. The ERS maintains its own data center and handles all aspects of Information Technology support.</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>ERS Information Systems Branch will looking to do the following upgrades:</p> <ol style="list-style-type: none"> <li>1. Oracle Financials Upgrade from version 11.5.10 to version 12.1.3</li> <li>2. Oracle Financial Database from 9I to 11G.</li> <li>3. V3 upgrade from version 8.7 to version 10</li> <li>4. Upgrade to a standard reporting tool used for both V3 &amp; Oracle Financials.</li> <li>5. Upgrade our existing Altiris Helpdesk, Asset Management, patch management and mass deployment system to a supported comparable &amp; more user friendly system.</li> <li>6. Upgrade our existing imaging &amp; workflow system to be more user friendly.</li> <li>7. ERS desires to implement a data warehouse for storing data to be used for online self-service and for exchanging data between other agencies.</li> </ol>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<ul style="list-style-type: none"> <li>• Payroll &amp; Personnel information collected from various employers such as other departments, City &amp; Counties and other agencies used to determine a member's eligibility and benefits.</li> <li>• Death Date collected from newspapers and other service providers used to cease payment to a member or to initiate benefit payments to designate beneficiary</li> <li>• Actuarial reporting</li> <li>• Abandoned property</li> </ul>

	<ul style="list-style-type: none"> <li>• DAGS W-2</li> <li>• ACH/bank reconciliation</li> <li>• Union Deductions from various Unions</li> <li>• Investment Data</li> </ul>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>Act 153, effective June 30, 2012, requires the last employer to pay the additional costs resulting from sudden increases in non-base pay during a retiree’s final years of employment. For retirees after June 30, 2012, the ERS will assess the employers, on a fiscal year basis, additional contributions based on the actuarial present value of the “excess maximum retirement allowance” payable over the former employee’s actuarial life expectancy.</p> <p>The ERS expects that the implementation of this law will require significant modifications to its pension management information computer system. Changes will have to be made to the benefit computation module in order to determine and compute the ratio of “non-base” to “base pay” of the retiree’s average final compensation and the member’s last 10 years of “non-base” to “base pay.” For those retirees meeting the criteria, the computation of the “excess maximum retirement allowance” must be determined and the appropriate actuarial assessment applied. In addition, the ERS must assess the employers (plus interest) on a fiscal year basis and must account for these additional employer contributions. The ERS’ computer system may cost between “Pending Review” to “Pending Review” for the implementation of Act 153.</p> <p>In addition to the above, the ERS is reviewing the feasibility of implementing the Adobe LiveCycle Enterprise Suite, an application which would encourage member and employer self-service by the interactive utilization of PDF forms. In addition, the ERS would have ability to integrate this application with ERS workflow, imaging and electronic input of data in our system.</p>

### D.1.2.1 HAWAII EMPLOYER-UNION HEALTH BENEFITS TRUST FUND (EUTF)

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Employer-Union Health Benefits Trust Fund (EUTF).

**Table 9: Employer-Union Health Benefits Trust Fund (EUTF)**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>Hawaii Employer Union Health Benefits Trust Fund (EUTF)</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>Budget &amp; Finance</p>
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>To provide health and other benefit plans to the public employees of Hawaii at a cost that is affordable to both employers and employees.</p>

<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>---</p>
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<ul style="list-style-type: none"> <li>• To provide quality service levels to our customers <ul style="list-style-type: none"> <li>– Process routine enrollment forms correctly and efficiently</li> <li>– Respond to inquiries in a timely manner</li> <li>– Process refunds and clear shortage accounts efficiently and timely</li> <li>– Educate employees and retirees regarding their health benefits by conducting informal sessions</li> </ul> </li> <li>- Provide stable system support</li> <li>• To comply with Federal and State legal requirements <ul style="list-style-type: none"> <li>– Process COBRA forms timely</li> <li>– Ensure that all retirees and spouses enrolled in the EUTF retiree plans enroll in Medicare Part B within the Medicare special enrollment window</li> <li>– No more than three minor incidents and no major HIPAA violations per year</li> </ul> </li> </ul>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<ul style="list-style-type: none"> <li>• 95% of documents images by the first working day after receipt</li> <li>• Average of 14 days to process enrollment transactions (EC1 &amp; EC2)</li> <li>• Process 100% of all enrollment forms within one month</li> <li>• Less than 5% abandoned calls</li> <li>• 95% voice messages responded to within one working day</li> <li>• Refunds process within 60 days</li> <li>• Clear shortages conditions within 60 days</li> <li>• Hardware/software downtime: no more than 2% per year (98% up time)</li> <li>• Response time to resolve down time: average of no more than 12 hours per incident</li> <li>• No HIPAA violations in Security of electronic health data</li> <li>• Send COBRA election forms within 14 days after receipt of notice (required by law)</li> <li>• Send COBRA general notices within 90 days after enrollment in EUTF plan (required by law)</li> </ul>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<ul style="list-style-type: none"> <li>• Administer medical, Rx, dental, vision and life employee benefit plans for all public employees in Hawaii</li> <li>• Develop health plans and administrative rules that meet the needs of employers and employees and that are in full compliance with federal and state law.</li> <li>• Provide enrollment and premium collection and transmission and customer service support for all plans and maintain the system that does the processing</li> </ul>

- Maintain the financial records of the EUTF.

#### IT

- Maintain the Vitech V3 Benefits Administration System and coordinate programming by Vitech to keep the program in compliance with State and Federal law. Provide day to day system maintenance to keep enrollment and premium data flowing, to respond to periodic data requests and to update system in accordance with premium contribution (employer/employee) changes.

#### Financial

- Collect premium from all employers and some individuals and pay premium to carriers
- Maintain the financial records of the EUTF and provide an annual audited financial report
- Work with DAGS and banks and investment advisers to handle banking transactions, invest the OPEB funds and pay the bills of the EUTF.
- Calculate employee contributions and transmit data to DAGS via payroll file.
- Pursue individuals for unpaid premium
- Answer employee questions regarding payroll deductions, rates and premiums.
- Coordinate the biannual actuarial evaluation of the Other Post Employment Benefit (OPEB) liability for retiree health benefits.

#### Customer Service & Enrollment

- Receive enrollment data from employers (paper forms), input into system and transmit enrollment files weekly to carriers.
- Provide customer service call center for 100,000 employees and retirees for calls concerning enrollment and plans i.e. enrollment changes, carrier changes, changing from active to retired, rate questions, questions re plan design etc.
- Provide in person consulting services for walk in questions – usually retirees or pre-retiree consulting.
- Provide benefits presentations for new hire and pre retirement seminars and open enrollment meetings for active employees in the Spring and retirees in the Fall along with periodic meetings for union groups.
- Develop communication material for employees and retirees such as the annual enrollment guide, the website and periodic email distributed through the department personnel officers.

#### Vendor and Plan Management

- Monitor changes in employee benefit plans and benefit law and work with carriers to keep plans compliant, update communication materials and Administrative rules accordingly.
- Develop RFPs periodically to purchase insurance and insurance services; evaluate proposals and award contracts working within state procurement code.
- Implement carrier changes when necessary
- Work with carriers to set annual rates and to resolve benefit/claim issues.
- Develop and review contracts with carriers.
- Develop legislative proposals to respond to benefit plan needs or respond to questions from the legislature regarding benefits issues.

<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<ul style="list-style-type: none"> <li>• Benefits Administration System – Line of Business (processing eligibility for health plans and life insurance; collection of premiums from Employers and Employees, payment to Carriers/Administrators)</li> <li>• Automated Call Distribution System (ACD) – call routing, voice messaging system and call monitoring/reporting</li> <li>• EUTF web site – Informational purposes</li> <li>• Hosted FTP Services – State’s contractor</li> </ul>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<ul style="list-style-type: none"> <li>• Secured Network and Network Bandwidth Capacity; Data at rest encryption/security</li> <li>• Shared Services such as but not limited to the following: <ol style="list-style-type: none"> <li>1. Enterprise-wide secure e-mail/secure FTP solution</li> <li>2. Secure Web conferencing solution - On-line meeting and voice conferencing solution</li> <li>3. Procurement to achieve economy of scale (software) e.g. licensing for most commonly used software across State departments/agencies</li> <li>4. Procurement to achieve economy of scale (hardware) e. g. Desktop/Laptop/ Mobile devices, Option to lease, trade-in periods to address obsolescence, inventory management</li> <li>5. Virtual server/storage - Allocated storage on State-hosted servers</li> <li>6.Windows support - administration of upgrades, updates, security patches</li> <li>7. Anti-Virus and Anti-Malware support</li> <li>8. Plan and Incident Response to Network Intrusion or Virus incidents</li> <li>9. IT audits and IT Risk Assessment/IT Risk Analysis/IT Risk Management</li> <li>10. Disaster Recovery and Business Continuity Plan and Solutions</li> </ol> </li> <li>• Additionally we would like the capability to send bulk emails to specific groups i.e. actives, retirees, Medicare eligible etc. EUTF information is very time sensitive and we have no direct communication capabilities with members. When issues arise we are inundated with calls on the same topic and must handle each one individually.</li> </ul>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<ul style="list-style-type: none"> <li>• Type of data – demographics, eligibility, premium contributions, reimbursements, financial, banking</li> <li>• Data used by – Employee-beneficiaries, Board of Trustees, Employers, Carriers/ Administrators, Financial institution, Consultants</li> <li>• Note: Individually identifiable data is considered protected health information (PHI) per HIPAA and must be protected accordingly.</li> </ul>

## Projects

If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.

- Implementing first major upgrade of the V3 system.
- IT Risk Analysis and Risk Assessment
- Benefits Administration System – Employer Self-Service and Employee Self-Service (on-line processing of demographic and enrollment into health plans and life insurance) This will provide online access to employers for new hire data input to get employees into the system faster. Also, online access to employees to allow new hires to select their coverages online thereby reducing input errors and paper backlogs. Existing employees will be able to input change requests due to changes in family circumstances or during open enrollment. Both were part of the original purchase price of the system in 2009, however, due to plan changes over the years some redesign programming will be required at additional cost.
- Automated Call Distribution System (ACD) – call routing, voice messaging system and call monitoring/reporting

## D.1.3 DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT AND TOURISM (DBEDT)

The Department of Business, Economic Development and Tourism (DEBDT) State Agency has eleven (11) attached agencies. The following tables are representative of feedback that was captured electronically and via personal visits.

### D.1.3.1 HAWAII TOURISM AUTHORITY

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Hawaii Tourism Authority.

**Table 10: Hawai'i Tourism Authority**

<b>Name of Attached Agency, Board, or Commission</b>	Hawai'i Tourism Authority
<b>Department or other Organization Attached or Reporting To</b>	Department of Business, Economic Development and Tourism (DBEDT)
<b>Mission Statement</b>  A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.	<p>The Hawaii Tourism Authority was created in 1998 to ensure a successful visitor industry and tourism economy. As the state's tourism authority, its mission is to strategically manage tourism to optimize benefits for Hawaii, integrating the interests of visitors, the community and visitor industry. Through the implementation of the Hawaii tourism strategic plan and HTA plan, the authority works to direct Hawaii tourism in a sustainable manner consistent with the state's economic goals, cultural values, preservation of natural resources, community desires, and visitor industry needs.</p> <p>See HTA 2011 Annual Report to the Hawai'i State Legislature <a href="http://www.hawaiitourismauthority.org/">http://www.hawaiitourismauthority.org/</a></p>
<b>Vision Statement</b>  If you have a vision statement, a brief description of what you want your organization to become, if applicable.	<p>The HTA vision includes optimizing benefits for Hawai'i that integrate the interests of visitors, the community and the visitor industry.</p> <p>See HTA 2011 Annual Report to the Hawai'i State Legislature <a href="http://www.hawaiitourismauthority.org/">http://www.hawaiitourismauthority.org/</a></p>

## Strategic Goals and Objectives

The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.

Strategic Goals and Objectives include the following:

- Honor Hawai'i's people and heritage
- Value and perpetuate Hawai'i's natural and cultural resources
- Engender mutual respect among all stakeholders
- Support a vital and sustainable economy
- Provide a unique, memorable and enriching visitor experience

See HTA 2011 Annual Report to the Hawai'i State Legislature  
<http://www.hawaiitourismauthority.org/>

## Performance Metrics

Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.

HHTA performance metrics are as follows:

2013

- Visitors – 7.89 Million
  - Per Person Per Day (PPPD) Expenditures -Pending Review
  - Economic Impact from Direct Visitor Spending - Pending Review
- 2014

- Visitors – 8.2 Million
- Per person Per Day (PPPD) Expenditures - Pending Review
- Economic Impact from Direct Visitor Spending - Pending Review

See the HTA Strategic Plan: 2013-2014

## Business Functions or Services

The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.

The following are business functions and services that supports goals and objectives of HTA:

- Maintain and improve transportation access, infrastructure and services to facilitate travel to, from and within Hawai'i
- Honor and perpetuate the Hawaiian culture and community
- Respect, enhance and perpetuate Hawai'i's natural resources to ensure a high level of satisfaction for residents and visitors
- Provide a safe Hawai'i visitor experience
- Provide a diverse and quality experience that supports events that celebrate Hawai'i's unique culture and community for visitors and residents
- Ensure a sufficient and highly qualified workforce that is provided with meaningful careers and advancement opportunities
- Develop marketing programs that contribute to sustainable economic growth

See HTA 2011 Annual Report to the Hawai'i State Legislature  
<http://www.hawaiitourismauthority.org/>

<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>The current technology state utilizes WEB sites for communications and marketing. Budgeting and life cycle tracking primarily includes spreadsheets.</p> <p>Examples of WEB sites:</p> <ul style="list-style-type: none"> <li>• Main HTA WEB site: <a href="http://www.hawaiiitourismauthority.org">http://www.hawaiiitourismauthority.org</a></li> <li>• Consumer WEB site for visitors to Hawai'i: <a href="http://www.gohawaii.com/">http://www.gohawaii.com/</a></li> <li>• HTA/DBEDT Data Warehouse and Data Visualization Project: <a href="http://www.hawaiieconomicdata.com/HTA/DBEDT">http://www.hawaiieconomicdata.com/HTA/DBEDT</a></li> <li>• MAS Accounting Software – Server Based</li> </ul>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>The technology futures state is to ensure proper representation of the HTA via robust WEB site delivery. In addition, migration from a spreadsheet based environment to enhanced financial, budgeting, and contract management software is desirable. An online data warehouse portal will be implemented for enhanced research capabilities. Additional future technology efforts may also include direct hosting and managing of HTA's consumer website (gohawaii.com)</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>HTA is the primary data collector for the State of Hawai'i visitor data. This service is accomplished through survey research at the airport and aboard domestic flights. HTA also conducts a post-trip mail survey and a b2b survey with hotels and other lodging projects.</p> <p>Data is published monthly and in annual reports. Reports are posted on the HTA website. HTA also gathers market intelligence and contracts for online additional research. The results are used for internal planning purposes and are not distributed due the competitive nature of the marketing data.</p>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>The following projects are being pursued:</p> <ul style="list-style-type: none"> <li>• Updating HTA/DBEDT online data warehouse/portal to include a full range of tourism data and new features. This project is funded by HTA and the contractor is Prognoz from Washington D.C.</li> <li>• A contract management, budgeting and financial reporting system will be procured and implemented. IntraPriseTechKnowlogies LLC will serve as the consultant to HTA for procurement and implementation. This project is also funded by HTA and will replace spreadsheets currently used for budgeting, and contract management tasks.</li> </ul>

### D.1.3.2 COMMUNITY DEVELOPMENT AUTHORITY

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Community Development Authority.



**Table 11: Community Development Authority**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>Hawai'i Community Development Authority</p>		
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>DBEDT</p>		
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>The Hawaii State Legislature has designated three Community Development Districts, at Kaka'ako, Kalaeloa and He'eia. The HCDA's mission in Kaka'ako and Kalaeloa is to ensure that these development districts are invigorated and established as dynamic urban neighborhoods, where people can live, work, play and learn. The HCDA's mission in the He'eia Community Development District is to restore a neglected wetland and reproduce the fertile and productive agriculture that had historically defined the area. The HCDA's overall mission is to create Community.</p>		
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>In order to effectively build the communities that the HCDA is charged with, it will be critical that the agency engages with landowners, tenants, stakeholders, community groups and the community at large. Effective community outreach will require that all media and venues are included in the HCDA's information and education programs. The HCDA's outreach programs should include: an efficient and informative website; social media program; video and print communications; and public information strategies. This vision can only be realized if the HCDA possess comprehensive digital, video, print and personal communications capacity.</p>		
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<p>To revitalize urban areas in the State which are in need of timely redevelopment through the creation of mixed use districts for residential, commercial and light industrial development that help to address the economic and social needs of the people of the State of Hawaii by encouraging the desired private investment through:</p> <ol style="list-style-type: none"> <li>1. The planning and implementation of infrastructure improvements;</li> <li>2. The development of public facilities; and</li> <li>3. The establishment of planning guidelines and parameters that encourage mixed use development.</li> </ol>		
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>Measure</p>	<p>FY11</p>	<p>FY12</p>
	<p>New Priv Dev In Kakaako Com Dev Dist (\$M)</p>	<p>Pending Review</p>	<p>Pending Review</p>
	<p>New Bldg Floorspace In Kakaako (1000 Sf)</p>	<p>61.5</p>	<p>571.2</p>
	<p># of New Housing Units in Kakaako</p>	<p>34</p>	<p>489</p>
	<p># Of New Actively-Used Parcels In Kalaeloa CDD</p>	<p>0</p>	<p>0</p>
	<p># Of New Actively-Used Parcels In Kalaeloa CDD</p>	<p>55</p>	<p>55</p>
	<p># Of New Priv Dev In Kalaeloa</p>	<p>46</p>	<p>77.75</p>
	<p># of Residents in Kakaaka</p>	<p>35</p>	<p>535</p>
	<p># of Employees in Kakaako</p>	<p>10</p>	<p>120</p>
	<p># of Business in Kakaako</p>	<p>2</p>	<p>6</p>

	Measure	FY11	FY12
	# of Landusers in Kakaeloa	15	15
	# of Residents in Kalaeloa & surrounding areas	5100	5200
	Development permits issued in Kakaako	154	160
	# infrastructure improv projs begun in Kakaako	0	0
	New public improvements in kakaako (\$M)	Pending Review	Pending Review
	# Parcels in Kalaeloa covered by Econ Dev Plan	83	83
	New planning in Kalaeloa (M)	0	0
	# Parcels, infrastructure sys conveyed in Kalaeloa	83	89
	# Projs facilitaed & completed in kalaeloa	5	5
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>For legislatively designated Community Development Districts, HCDA is mandated to develop community development plans which include, but are not limited to, community development guidance policies, district-wide infrastructure improvement programs and community development rules. HCDA must implement a Community Development District Plan after the Governor approves it and funding is provided by the Legislature. Major activities during the plan implementation stage include: (a) planning and regulatory functions in the administration of the plan and rules; (b) infrastructure systems improvements under the district-wide improvement program; (c) development and maintenance of public facilities (parks, parking garages, etc.); and (d) development and maintenance of State lands.</p>		
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>Servers: 2 HP Proliant ML110 G7s, run MS Window Server 2008R2  Websites: hcdaweb.org  Public consultation web-portal: hcda-public-consultation.org hosted by outside consultant</p> <p>Symantec anti-virus software to protect virus attacks;  ARC GIS.  FAMIS, run by DAGS as default accounting system</p>		
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>A different email system other than Lotus Notes that is faster, more user friendly, more intuitive, programmable by laymen with limited training, with interfacing capability;</p> <p>Combination of hardware, software and technology that increases the internet speed by factor of 10 or even bigger (Broad band);</p> <p>Centralized WAN/LAN at department / DAGS with timely assistance so attached agency like us, so we do not need to manage a separate LAN on our own.</p>		
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>At its ASO section:</p> <ul style="list-style-type: none"> <li>• Collects information for procurement purposes, including vendor information, vendor list and price list provided by DAGS SPO, vendor quotes on Internal Requisition (IR), contact information of sister agency/division within and without DBEBT for operations purposes;</li> <li>• Creates documents required for or facilitating procurement process, including IR, PO, contracts, Summary Warranty Voucher (SWV), Treasury Deposit Receipt (TDR), Journal</li> </ul>		

	<p>Voucher (JV), electronic form of processed transaction via Datamart about 6,000 lines on annual basis;</p> <ul style="list-style-type: none"> <li>• Uses various forms required for procurement, including SPO forms, T205;</li> <li>• Used by others: internal processing documents, for example, IR is within the agency only. Information collected or generated in the procurement process may be required by general public as they are public records.</li> </ul>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>One</p> <p>One IT related project in its planning stage is to find and procure content management software license that provides user interfaces to access, share and process information stored in a centralized place. This process will involve digitizing all documents moving forward, and retroactively digitizing existing documents with different size/media which is a challenge for budgeting concerns.</p> <p>Developing a robust GIS for the community development districts.</p>

### D.1.3.3 LAND USE COMMISSION

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Land Use Commission.

**Table 12: Land Use Commission**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>Land Use Commission</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>DBEDT</p>
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>Chapter 205 HRS (land Use Law) establishes a framework of land use management whereby all State lands are classified into four districts: Urban, Rural Agricultural or Conservation. The legislature created and empowered the Land Use Commission to administer this statewide zoning law. The Commission is responsible for preserving and protecting Hawaii’s lands and encouraging those uses to which the lands are best suited.</p>
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>---</p>

### Strategic Goals and Objectives

The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.

The Commissions primary role is to ensure that areas of State concern are addressed and considered in land use decision making. The Commission establishes the district boundaries for the entire State. The Commission acts on petitions for boundary changes submitted by private landowners, developers and State and county agencies. The Commission also acts on requests for special use permits within the Agricultural and Rural Districts.

### Performance Metrics

Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.

Measures of Effectiveness:

- Number of Boundary Amendment petitions and special permit applications reviewed within administrative rules time guidelines
- Number of accepted Boundary Amendment petitions and special permit applications processed within administrative rules time guidelines
- Number of acres reviewed for reclassification
- Number of acres reviewed for special permit
- Number of individuals, businesses or organizations assisted by providing land use reference resource data
- Number of contested program decisions processed
- Number of motions processed
- Number of draft EIS responses issued

Target groups:

1. Number of applicants for land use review (includes applicants for Boundary Amendments, special permits, and Boundary interpretations)
2. Individuals or businesses/organizations interested or involved with land use research

### Business Functions or Services

The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.

The LUC is a quasi-judicial entity processing petitions for:

1. District Boundary Amendments – This is a request by a private landowner or government agency to change the classification of land from its current designation to another of the 4 classifications.
2. Special Use Permits – On land greater the 15 acres the Commission may grant a petitioner the right to undertake an activity not specifically allowed in the agricultural district upon a proper showing and under certain conditions.
3. Important Agricultural Land Designation – A landowner may request that its land be designated “important agricultural lands” if it meets the criteria set forth in Chapter 205.
4. Boundary Determinations – Landowners may request clarification of the location of District boundaries to determine classification of specific sites.

<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>GIS system – ArcView linked to ICSD GIS system</p> <p>Website – Contains LUC recent document filings. DBEDT server</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>The LUC should upgrade its systems to provide for electronic filing of pleadings and to place complete past and present case files on the web via a dedicated server. Public access, especially for neighbor Islands is insufficient, limited , slow and archaic.</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>The Public, Parties to Petitions and other state agencies RELY on LUC data and information in the following areas:</p> <ul style="list-style-type: none"> <li>• Land Use classification data</li> <li>• Boundary data</li> <li>• GIS mapping systems containing the data</li> <li>• Information and pleadings regarding District Boundary Amendment, Special use permit and Important Agricultural Land Designations.</li> </ul>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>Currently we are attempting to develop a system to allow Commissioners to access documents via Kindle. The project is being funded out of our existing budget .</p>

## D.1.3.4 THE NATIONAL DEFENSE CENTER OF EXCELLENCE FOR RESEARCH IN OCEAN SCIENCES (CEROS)

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Land Use Commission.

**Table 13: National Defense Center of Excellence for Research in Ocean Sciences (CEROS)**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>The National Defense Center of Excellence for Research in Ocean Sciences (CEROS)</p>																										
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>DBEDT/NELHA</p>																										
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>CEROS’ mission is to support the Department of Defense technology requirements; encourage leading edge R&amp;D in ocean sciences and technology in Hawaii; foster use of ocean R&amp;D facilities in Hawaii; provide an interface between specialized small businesses with expertise in ocean related R&amp;D and DoD users of advanced technology; and develop avenues to ocean science expertise and facilities at the University of Hawaii (UH).</p>																										
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>---</p>																										
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<p>Goal: Diversify funding resources to maintain future program operations for benefit of Hawaii’s ocean technology sector</p> <p>Objectives: Leverage DARPA statutory authority for funding CEROS; Attract other DoD and other federal and state agency funding opportunities based on related program objectives; Team with similar organizations operating in Hawaii and elsewhere in the nation.</p>																										
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics’ name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<table border="1"> <tr> <td colspan="3" data-bbox="605 1096 1521 1138">From NELHA Performance Measures and Program Revenue (Report P62), CEROS Metrics:</td> </tr> <tr> <td data-bbox="605 1142 1125 1201">Value of CEROS Funding</td> <td data-bbox="1133 1142 1377 1201">SFY12: NA</td> <td data-bbox="1385 1142 1521 1201">SFY13: NA</td> </tr> <tr> <td data-bbox="605 1205 1125 1264">Value of projects funded by CEROS</td> <td data-bbox="1133 1205 1377 1264">SFY12: Pending Review*</td> <td data-bbox="1385 1205 1521 1264">SFY13: NA</td> </tr> <tr> <td data-bbox="605 1268 1125 1327"># of CEROS outreach/interface events</td> <td data-bbox="1133 1268 1377 1327">SFY12: 3</td> <td data-bbox="1385 1268 1521 1327">SFY13: NA</td> </tr> <tr> <td data-bbox="605 1331 1125 1390"># of CEROS outreach/interface participants</td> <td data-bbox="1133 1331 1377 1390">SFY12: 400</td> <td data-bbox="1385 1331 1521 1390">SFY13: NA</td> </tr> <tr> <td data-bbox="605 1394 1125 1453"># of Hawaii organizations in ocean technology</td> <td data-bbox="1133 1394 1377 1453">SFY12: 600</td> <td data-bbox="1385 1394 1521 1453">600</td> </tr> <tr> <td data-bbox="605 1457 1125 1516"># of organizations commercializing ocean technology</td> <td data-bbox="1133 1457 1377 1516">SFY12: 380</td> <td data-bbox="1385 1457 1521 1516">80</td> </tr> <tr> <td colspan="3" data-bbox="605 1520 1521 1719"> <p>FY12 and FY13: CEROS has received no new federal appropriations due to the ongoing congressional moratorium on earmarks since SFY11. As such, program operations in SFY12 were limited, and program operations in SFY13 will likely cease for the current program. Nonetheless, CEROS has maintained its program operations for projects funded in earlier years*, and conducted limited outreach activities.</p> </td> </tr> </table>			From NELHA Performance Measures and Program Revenue (Report P62), CEROS Metrics:			Value of CEROS Funding	SFY12: NA	SFY13: NA	Value of projects funded by CEROS	SFY12: Pending Review*	SFY13: NA	# of CEROS outreach/interface events	SFY12: 3	SFY13: NA	# of CEROS outreach/interface participants	SFY12: 400	SFY13: NA	# of Hawaii organizations in ocean technology	SFY12: 600	600	# of organizations commercializing ocean technology	SFY12: 380	80	<p>FY12 and FY13: CEROS has received no new federal appropriations due to the ongoing congressional moratorium on earmarks since SFY11. As such, program operations in SFY12 were limited, and program operations in SFY13 will likely cease for the current program. Nonetheless, CEROS has maintained its program operations for projects funded in earlier years*, and conducted limited outreach activities.</p>		
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<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>CEROS solicits and supports innovative technologies for national maritime military applications and sustained technology-based economic development in Hawai’i through annual competitive Solicitations. Since 1993, CEROS has funded 270 technical projects for over “Pending Review.”</p>																										

<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>CEROS utilized a secure server for abstract and proposal submissions. CEROS has a public website for information use, <a href="http://www.ceros.org">www.ceros.org</a>.</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>---</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>CEROS has a public website, <a href="http://www.ceros.org">www.ceros.org</a>. Information about the CEROS program is listed. For example, background information/history, program funding, partners and projects, forms and resources, contact information.</p>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>---</p>

## D.1.4 DEPARTMENT OF DEFENSE

The Department of Defense State Agency has one attached agency. The following table table summarize the input from the Office of Veteran Services.

### D.1.4.1 OFFICE OF VETERAN SERVICES

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Office of Veteran Services.

**Table 14: Office of Veteran Services**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>State Office of Veterans Services (OVS) Veterans Advisory Board</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>Department of Defense</p>
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>To serve as the single office within the State Government responsible for the welfare of the Veterans of the State of Hawaii, their dependents and/or survivors; act as liaison between the Governor and Veterans groups and organizations; and to server as intermediary between the Department of Veterans Affairs and Veterans. OVS also manages the Hawaii State Veterans Cemetery in Kaneohe and works in a partnership with the respective Counties for seven other State Veterans Cemeteries on the neighbor islands.</p>
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>OVS is the State’s primary advocate for veterans applying for and receiving benefits and services. The OVS may take action on behalf of veterans, their families and survivors to secure appropriate rights, benefits and services. This process includes the reception, investigation and resolution of disputes and complaints.</p>
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<p>The Office of Veterans Services (OVS) objectives are to assist veterans in obtaining State and federal entitlements, to supply the latest information on veterans’ issues and to provide advice and support to veterans making the transition back into civilian life. Coordinate Capital Improvement Projects (CIP) and operating and maintenance projects for our eight cemeteries. Ensure pre-application data, the appropriate contracts for acquisition of land, design, planning, and construction are accomplished according to governing State and Federal statutes and within specified timelines.</p>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics’ name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>We calculate the number of veterans that the office staff comes in to contact with. Assess the number and type of burials in our State Veterans Cemeteries. Review timeliness of the distribution of grave markers and burial vaults. Numbers are verified monthly, quarterly, and annually to meet Veterans Affairs timelines and suspenses.</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<ul style="list-style-type: none"> <li>• Services Offered by the Office</li> <li>• Advocacy for Veterans concerns</li> <li>• Establishing and maintaining Veterans’ records file</li> <li>• Short-term counseling</li> <li>• Information and referral</li> <li>• Claims, forms and appeal assistance</li> <li>• Notary Public</li> <li>• Legal name changes</li> <li>• Outreach</li> <li>• VA benefits assistance</li> </ul>



	<p>Advocacy is our primary service area for the Office. OVS may take action on behalf of Veterans, their families, and survivors to secure appropriate rights, benefits and services. This includes receiving, investigating and resolving disputes or complaints.</p>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>The Veterans Advisory Board and the Office of Veterans Services uses the VA &amp; the National Guard video conferencing facilities, hardware and software. We use the Hawaii.gov website standard applications. OVS is creating an interactive website with Network of Care.</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>We would like to find an easier way to video conference with in our neighbor island offices. In the future, OVS would like to have a central server to store DD-214's and client case files. To become a paperless office.</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>Most of the data collected for trend analyses are external or manually acquired through our counselor corps case files and weekly activity reports. Our data is collected mainly for the Department of Defense as archival data and used for the justification for more funding, resources, and manpower. We acquire other data affecting Veterans and their families in the State through the Veterans Affairs State Summary Web pages.</p>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>As mentioned earlier, we are launching the Network of Care Website in Jul/Aug 2012. This interactive service will be tailored for our Veterans and their families and will be the genesis for our electronic forms initiative. Our future site picture is to go paperless when submitting claims or appeals through the adjudicating system with the Department of Veterans Affairs. Approximately 10 States have already gone paperless and have now forced the VA to accommodate their giant leap forward. For Hawaii, equipment readers that can take digital signatures and other hardware or peripherals along with the proprietary software (estimated at "Pending Review" total for hardware, software, training) is the road we would like to journey down. With the Network of Care website launch, we're hoping within six months-one year to start working the e-forms and paperless initiative. Other than the Network of Care website, which is previously funded for installation and sustainment for three years, the e-form and paperless initiative is not yet funded.</p>

## D.1.5 DEPARTMENT OF HEALTH

The Department of Health (DOH) State Agency has six (6) attached agencies. The following tables are representative of feedback that was captured electronically and via personal visits

### D.1.5.1 STATE HEALTH PLANNING AND DEVELOPMENT AGENCY

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the State Planning and Development Agency.

**Table 15: State Health Planning and Development Agency**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>State Health Planning and Development Agency</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>Department of Health</p>
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>The State Health Planning and Development Agency (SHPDA) promotes accessibility to quality health care services at reasonable cost.</p>
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>To be a valuable, effective and thriving entity that promotes accessibility for all of the people of the State to quality health care services at reasonable costs by serving as a:</p> <ul style="list-style-type: none"> <li>• Resource for the health care industry, policy makers, and the community.</li> <li>• Catalyst for inclusive statewide planning for the development of health services and facilities.</li> <li>• Champion of those who strive to improve health care outcomes for Hawaii’s citizens.</li> </ul>
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<p>Maintain relevant partnerships with Hawaii’s health care industry and communities by using statewide planning efforts to ensure that accessible health care facilities and services are developed and sustained for all residents, in particular all underserved groups.</p>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics’ name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>Percentage of Certificate of Need (CON) applications that document substantial relationship to one or more chapters of the Hawaii State Health Services and Facilities Plan (HSFP).</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>SHPDA administers the state’s CON program. Health care service providers apply for CONs prior to constructing, acquiring and or supplying health care services and facilities. Using a set list of criteria, two councils of governor appointed members review standard applications. This three step public review process provides Sub Area Council (SAC) county level and Statewide Health Coordinating Council (SHCC) member input.</p> <p>The SHCC appoints qualified Review Panel members who also use the list of criteria to evaluate applications.</p> <p>The SHCC members establish a Plan Development Committee that drafts the statewide HPFP every decade.</p> <p>Staff assists the continually revolving six SACs to conduct local health needs assessments.</p> <p>SHPDA staff collects and publish facility utilization data.</p>

<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>SHPDA has its own website. SHPDA.org. The DOH server is used and they provide the public information access. Bryce Fujii from Public Information Access Section (PIAS), DAGS/ICSD/ TSSB assists SHPDA with web streaming once a month.</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>SHPDA desires to offer the state health care providers with a portal that allows them to submit their annual utilization data and get a receipt. Create a system that accepts credit card payment for fees.</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>The utilization report is published on the SHPDA website. E-calendar interfaces with SHPDA publically noticed meetings. DBEDT uses utilization data.</p>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>---</p>

## D.1.5.2 STATE COUNCIL ON DEVELOPMENTAL DISABILITIES

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the State Council of Developmental Disabilities.

**Table 16: State Council of Developmental Disabilities**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>State Health Planning and Development Agency</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>Department of Health</p>

<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>The State Health Planning and Development Agency (SHPDA) promotes accessibility to quality health care services at reasonable cost.</p>
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>To be a valuable, effective and thriving entity that promotes accessibility for all of the people of the State to quality health care services at reasonable costs by serving as a:</p> <ul style="list-style-type: none"> <li>• Resource for the health care industry, policy makers, and the community.</li> <li>• Catalyst for inclusive statewide planning for the development of health services and facilities.</li> <li>• Champion of those who strive to improve health care outcomes for Hawaii’s citizens.</li> </ul>
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<p>Maintain relevant partnerships with Hawaii’s health care industry and communities by using statewide planning efforts to ensure that accessible health care facilities and services are developed and sustained for all residents, in particular all underserved groups.</p>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics’ name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>Percentage of Certificate of Need (CON) applications that document substantial relationship to one or more chapters of the Hawaii State Health Services and Facilities Plan (HSFP).</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>SHPDA administers the state’s CON program. Health care service providers apply for CONs prior to constructing, acquiring and or supplying health care services and facilities. Using a set list of criteria, two councils of governor appointed members review standard applications. This three step public review process provides Sub Area Council (SAC) county level and Statewide Health Coordinating Council (SHCC) member input.</p> <p>The SHCC appoints qualified Review Panel members who also use the list of criteria to evaluate applications.</p> <p>The SHCC members establish a Plan Development Committee that drafts the statewide HPPF every decade.</p> <p>Staff assists the continually revolving six SACs to conduct local health needs assessments.</p> <p>SHPDA staff collects and publish facility utilization data.</p>

<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>SHPDA has its own website. SHPDA.org. The DOH server is used and they provide the public information access. Bryce Fujii from Public Information Access Section (PIAS), DAGS/ICSD/ TSSB assists SHPDA with web streaming once a month.</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>SHPDA desires to offer the state health care providers with a portal that allows them to submit their annual utilization data and get a receipt. Create a system that accepts credit card payment for fees.</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>The utilization report is published on the SHPDA website. E-calendar interfaces with SHPDA publically noticed meetings. DBEDT uses utilization data.</p>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>---</p>

### D.1.5.3 HAWAII HEALTH SYSTEM CORPORATION (HHSC)

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Hawaii Health System Corporation (HHSC).

**Table 17: Hawai`i Health System Corporation (HHSC)**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>Hawaii Health Systems Corporation (HHSC)</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>Department of Health</p>

<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>HHSC will provide accessible, high quality, cost-effective services which address the healthcare needs of Hawaii’s unique island communities.</p>
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>To be recognized as a progressive model for an accessible, integrated, patient centered and fiscally responsible healthcare system focused on assuring high quality care to improve the health of our communities.</p>
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<p>GOALS:</p> <ol style="list-style-type: none"> <li>1. Modernize the HHSC network of facilities by securing capital financing for facility infrastructure improvements</li> <li>2. Provide medical specialty services</li> <li>3. Coordinate and integrate specialty services across the HHSC system</li> <li>4. Enhance emergency services system wide</li> <li>5. Develop/Enhance Continuum of Care</li> <li>6. Increase primary care physician base</li> <li>7. Execute system wide performance improvement initiatives (e.g. Electronic Medical Record system)</li> <li>8. Pursue innovative strategies in acute care and long term care services</li> <li>9. Implement a high performance quality culture throughout the HHSC System</li> <li>10. Improve the financial reporting and revenue cycle infrastructure</li> <li>11. Improve productivity management</li> <li>12. Establish financial/operational performance metrics and benchmarks based on industry best practices</li> <li>13. Maximize funding opportunities and develop sustainable funding mechanisms</li> <li>14. Implement an energy savings program utilizing “green” strategies</li> <li>15. Expand staff training, education and development processes</li> <li>16. Improve employee satisfaction levels</li> <li>17. Develop and implement an employee wellness program</li> <li>18. Develop a robust recruitment, hiring and retention plan</li> <li>19. Develop HHSC leadership for today and for the future</li> <li>20. Strengthen the stewardship responsibilities of all boards and executive management teams.</li> </ol>

<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>Financial Metrics: See attached financial dashboard</p> <p>Clinical Metrics: See attached clinical dashboards (Acute, CAH and Long Term Care)</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>HHSC provides primary, secondary and tertiary medical care through a network of health care facilities and clinics located on the islands of Kauai, Oahu, Maui, Lanai and Hawaii. HHSC facilities span the continuum of care spectrum (assisted living, long term care and acute care).</p>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>All of HHSC's facilities currently use the McKesson Series application for health information system (HIS) functions, with the exception of the facilities in the East Hawaii Region, which also use the Meditech Electronic Medical Record (EMR) application and Kahuku Medical Center which uses RPMS as its interim EMR solution. Other ancillary systems of note include the MIDAS system used for case management and quality reporting, the ADL system for long term care patients, the Fuji radiology information/picture archiving and communications system, the CareFusion system for medication and supply dispensing, the OneStaff staff/nurse scheduling system, the ORSOS system in the operating rooms, the Lawson human resources system, the EBiz interfacing application, and the Kronos time and attendance system, which is currently used only in the East Hawaii Region. HHSC has a corporate website and each of HHSC's facilities/regions has its own website with links. Servers are located in each of HHSC's regions with the corporate data center located at the Leahi Hospital on Oahu. Wide area connections include the i-Net, T-1 lines, and MPLS.</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>HHSC is in the process of implementing a new EMR/HIS system from Siemens Corp. The new system will be implemented in 10 of HHSC's 13 hospitals, the exception being the hospitals in the East Hawaii Region which will continue on the Meditech EMR system. The new system will address the majority of administrative, clinical, and financial functions and will help move the participating hospitals towards more standardized processes across the enterprise, where it makes sense. HHSC's technical infrastructure is also going through an upgrade to support the new EMR/HIS system. The corporate data center at Leahi Hospital will continue as the primary point of consolidation for data communications with the data center at Maui Memorial Medical Center as a backup site. HHSC has also initiated a project to upgrade its corporate website and to move towards more standardization of the "look and feel" of its various websites.</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>HHSC collects and uses information on the patients it treats. Some of this information is shared with others as required to support business processes (e.g., claims information to insurers/payers), for regulatory purposes and reporting (e.g., with the Centers for Medicare and Medicaid Services (CMS)), and to support aggregate reporting (e.g., Hawaii Health Information Corp. (HHIC), Premier). Much of this data currently originates in the McKesson Series system.</p>

## Projects

If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.

- **EMR:** As previously mentioned, HHSC is currently in the process of implementing a new EMR/HIS system from Siemens Corp. The contract with Siemens was executed in July 2011 and the initial design, build, and implementation phase of the project is projected to run through October 2013. The applications being implemented include: Soarian Clinicals (SC), SC-Emergency Department, SC-Long Term Care, SC-Computerized Physician Order Entry, Critical Care, Pharmacy, Medication Administration, Soarian Financials (SF), SF-Physician Revenue Management, SF-Graphical Bed Board, Soarian Scheduling, Electronic Document Management (EDM) Patient Financial Services, Health Information Management (HIM) OMR, HIM-Completion Management, EDM/HIM-Auto Document Routing, Syngo Radiology, Soarian Quality Measures, Decision Support Solution, Surgical information System (SIS), MS4-General Ledger, MS4-Fixed Assets, MS4-Accounts Payable, and MS4-Materials Management.
- **Infrastructure Upgrade:** To properly support the new EMR/HIS system, HHSC has initiated a number of infrastructure upgrades. This work has started and is scheduled to continue through September 2013. These include the deployment of the following enterprise-wide systems: Storage area network (SAN) and network attached storage (NAS) system; Disk-to-disk backup system; Backup data center for disaster recovery and continuous replication for mission critical systems; Single sign on system; Virtual desktop infrastructure (VDI) and thin client deployment; 1 Gbps 802.11 a/g/n wireless environment; Wide area network (WAN) optimization technology; Laptop encryption; and Microsoft System Center Suite deployment.
- **Website Upgrade:** Also, as previously mentioned, HHSC has a project underway to upgrade its Internet websites. This will also include an expansion of HHSC's intranet capabilities. This project is starting in July 2012 and the website upgrades are scheduled for completion by January 2013 with the expanded intranet capabilities scheduled for completion by June 2013.
- **Time and Attendance:** HHSC is also initiating a project to address its time and attendance needs across the enterprise. This effort is to start with a request for information (RFI) process which is scheduled to be released by September 2012.

## D.1.5.4 EXECUTIVE OFFICE ON AGING

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Executive Office on Aging.

**Table 18: Executive Office of Aging**

<b>Name of Attached Agency, Board, or Commission</b>	Executive Office on Aging
<b>Department or other Organization Attached or Reporting To</b>	Department of Health



<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>The mission of the Executive Office on Aging is to promote and assure opportunities for Hawaii’s older adults to achieve dignified, self-sufficient and satisfactory lives. The office pursues its mission by advocating, developing, and coordinating federal, state, and local resources for adults 60 years and older, and also their caregivers.</p>
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>The central vision of EOA’s Aging and Disability Resource Center is for the Area Agencies on Aging sites to become a single point of entry for individuals to access supports and services. The Aging and Disability Resource Center will be the gateway for older adults to access Kupuna Care and Older American Act services, as well as private pay options for all populations. The Area Agencies on Aging will also provide information, referrals, and linkages for persons with disabilities that include physical disabilities, developmental disabilities or mental illness, and children with long-term support needs. The Aging and Disability Resource Center will also screen and link individuals to the state Medicaid agency, MedQuest, if the individual requesting assistance is likely to be eligible for Medicaid</p>
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<ol style="list-style-type: none"> <li>1. Empower older adults to stay healthy, active and socially engaged, using prevention and disease self-management strategies.</li> <li>2. Enable older adults to remain in their own homes with a high quality of life for as long as possible through the provision of home and community-based services, including supports for family caregivers.</li> <li>3. Develop Hawaii’s Aging and Disability Resource Center to its fully functioning capacity to serve as a highly visible and trusted place where all persons regardless of age, income and disability can find information on the full range of long-term support options.</li> <li>4. Manage funds and other resources efficiently and effectively, using person-centered planning to target public funds to assist persons at risk of Institutionalization and impoverishment.</li> <li>5. Ensure the rights of older people and prevent their abuse, neglect and exploitation.</li> <li>6. Ensure Hawaii’s elders will be included in emergency and disaster planning at the state and local levels.</li> </ol>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics’ name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>There are performance measures in our State Plan on Aging 2011-2015 located within the Hawaii State Plan on Aging (see attached).</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>The Executive Office on Aging (EOA) is the designated lead agency in the coordination of a statewide system of aging and caregiver support services in the State of Hawaii, as authorized by federal and state laws.</p> <p>The federal Older Americans Act establishes an Aging Network and provides federal funding for elderly support services, nutrition services, preventive health services, elder rights protection, and family caregiver support services. Chapter 349 of the Hawaii Revised Statutes establishes the Executive Office on Aging as the focal point for all matters relating to older adults’ needs and the coordination and development of caregiver support services within the State of Hawaii.</p>

	<p>Programs &amp; Services:</p> <ul style="list-style-type: none"> <li>• <b>Healthy Aging Partnership:</b> A statewide public-private partnership committed to improving the health and well-being of residents. The partnership offers evidence-based health promotion and disease prevention programs: the EnhancedFitness (EF) Program on Kauai and the Ke Ola Pono Disease Self-Management Programs-Chronic Disease Self-Management (CDSMP), Arthritis Self-Management (ASMP) and Diabetes Self-Management (DSMP). Ke Ola Pono classes are open to adults 18 and older.</li> <li>• <b>Senior Medicare Patrol Hawaii (SMP Hawaii):</b> A volunteer-based program to ensure Medicare is not billed for health care services, medical supplies, and equipment not received.</li> <li>• <b>Sage PLUS Program:</b> A volunteer-based program that provides free health insurance information, education, counseling, and a referral service for people with Medicare. Volunteers are trained and certified to assist members and their families with questions about Medicare benefits, Medicare Advantage Program, Long-Term Care financing, and Medicare Part D - the prescription drug benefit.</li> <li>• <b>The Long-Term Care Ombudsman Program (LTCOP):</b> A volunteer-based program that provides information, outreach, and advocacy for residents of long-term care facilities.</li> <li>• <b>In-Home and Community-Based Services:</b> Services are available to assist some older adults in remaining independent and active. Types of services that may be provided, based on need/targetting: adult day care, assisted transportation, attendant care, case management, chore services, congregate meals, home delivered meals, homemaker/housekeeper, information and assistance, legal assistance, nutrition education, personal care, and transportation.</li> <li>• <b>Family Caregiver Support Program:</b> Support services are available to family caregivers such as: information, assistance, individual counseling, support groups and training, respite, and supplemental services.</li> </ul>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>EOA has a website, <a href="http://www.hawaiiadrc.org">www.hawaiiadrc.org</a>, hosted and maintained by AssistGuide Information Services. EOA's statewide database which contains program data is accessed via a web portal; the database is hosted and the data collection software is licensed to EOA by Harmony Information Systems.</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>EOA is in the process of moving from 4 separate client and resource databases managed by each county's office on aging, to a single statewide database managed by EOA in collaboration with each county, through phased consolidation occurring from April 2012 through July 2015. (current funding for first phase development, HTH 904, "Pending Review"; for subsequent phases, fund source and amount not known but estimated at "Pending Review")</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>Program data consisting of demographics, assessments, and service utilization are collected at the client level (see attached 5 Year Plan showing detailed data fields collected). Data are reported to the State Legislature, funding sources, and to answer ad hoc inquiries.</p>

## Projects

If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.

EOA is implementing the statewide Aging and Disability Resource Center, in accordance with a Five-year Plan (see attached). This change involves several steps:

1. Upgrade the current social assistance management system that supports client services and reporting, to Harmony for Aging 3.0 by our long-time vendor Harmony Information Systems Inc. (in progress – current funding in HTH904, annual license renewals “Pending Review”)
2. Move from 4 separate client and resource databases managed by each county’s office on aging, to a single statewide database managed by EOA in collaboration with each county, through phased consolidation occurring from April 2012 through July 2015. (current funding for first phase development, HTH 904, “Pending Review”; for subsequent phases, fund source and amount not known but estimate “Pending Review”)
3. Develop custom, automated comprehensive client intake and assessment tools with algorithms to trigger Clinical Action Plans, for use statewide; this is included in the current funding source and amount in step 2 above for the first phase. Implementation started April 2012 and development/refinement is ongoing through at least July 2012.
4. Add a web-based referral tool to the website hawaiiadrc.org and refine the website look and feel. This project is expected in approximately 2nd quarter SFY2012, to cost “Pending Review” or more in development costs, additional to “Pending Review” annual website hosting, licensing and other fees. HTH904.

## D.1.6 DEPARTMENT OF HUMAN SERVICES

The Department of Human Services (DHS) State Agency has four (4) attached agencies. The following tables are representative of feedback that was captured electronically and via personal visits.

### D.1.6.1 OFFICE OF YOUTH SERVICES

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Office of Youth Services.

**Table 19: Office of Youth Services**

<b>Name of Attached Agency, Board, or Commission</b>	Office of Youth Services (OYS)
<b>Department or other Organization Attached or Reporting To</b>	Per Hawaii Revised Statute §352D-4: OYS is “established within the department of human services for administrative purposes only”
<b>Mission Statement</b>  A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.	To provide leadership in developing a comprehensive continuum of services to reduce juvenile delinquency and enhance public safety.
<b>Vision Statement</b>  If you have a vision statement, a brief description of what you want your organization to become, if applicable.	A comprehensive juvenile justice system with the primary focus on maximizing opportunities for youth to become productive and responsible citizens.

## Strategic Goals and Objectives

The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.

Strengthen the role of the Office of Youth Services within the State's juvenile justice system through planning, collaboration, coordination, training and technical assistance consistent with the provisions of Hawaii Revised Statute 352D.

*A New Day in Hawaii Reference:*

*Employ a firm and consistent approach to criminal justice.*

*Renew our investment in people and programs to end cycles of violence, and nurture and sustain physical and social health.*

Measureable Outcomes:

- Establish regional directors (HRS 352D-10).
- Establish regional advisory boards (HRS 352D-9).
- Establish youth service centers that are responsive to the needs of the communities. (HRS 352D-7).

Reduce the reliance on incarceration as a solution to juvenile delinquency.

*A New Day in Hawaii Reference:*

*Protect the human and civil rights of all.*

Measureable Outcomes:

- Reduce admissions to HYCF by 5% from the previous fiscal year.
- Increase by 5% the availability of graduated sanctions, utilizing the least restrictive option.
- Partner with the Judiciary in the Juvenile Detention Alternatives Initiative.

Ensure fair and equal treatment for all youth, regardless of race/ethnicity and reduce disproportionate minority contact at the decision making points in the juvenile justice system.

*A New Day in Hawaii Reference:*

*Support Native Hawaiian self-determination.*

Measureable Outcomes:

- Reduce the number of Hawaiian/Part-Hawaiian, Filipino, and Samoan youth having contact with the juvenile justice system from the previous fiscal year.
- Increase collaboration and coordination with appropriate cultural-based organizations to reduce the number of over represented youth in the juvenile justice system.

Promote mentoring and family strengthening in local communities incorporating an ohana multi-generational framework.

*A New Day in Hawaii Reference:*

*The ultimate way to reduce crime is to increase the number of strong, nurturing families.*

Measureable Outcome:

- Increase the number of mentoring and family strengthening services under OYS contract by 5%.
- Increase the number of partnerships with community agencies via formal and/or informal agreements for related services by 10%.

Expand and strengthen the continuum of services for at-risk youth in every judicial circuit by supporting community-based services tailored to identified needs.

*A New Day in Hawaii Reference:  
The ultimate way to reduce crime is to increase the number of strong, nurturing families.  
Ensure communities are listened to and involved in the care of their own members.*

Measureable Outcomes:

- Increase the number of services under OYS contract that are responsive to the needs of communities.
- Increase the number of contracts that provide opportunities to foster community attachment and bonding.

Continue to improve operations and programming at the Hawaii Youth Correctional Facility.

*A New Day in Hawaii Reference:  
Protect the human and civil rights of all.*

Measureable Outcomes

- Increase the number of youth who are early discharged or paroled by 5% from the previous fiscal year.
- Ensure that a minimum of 75% of the incarcerated youth who are eligible to graduate or achieve their GED while incarcerated do so.
- Increase by 5% the number of ohana related services for youth and their families.
- Decrease the number of youth recommitted to HYCF for a felony within 1 year of release by 5% from the previous fiscal year.
- Decrease the number of violent incidents at the facility resulting in the need for outside medical attention by 5% from the previous fiscal year.

### Performance Metrics

Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.

OYS utilizes several performance metrics :

Juvenile Justice Information System (JJIS), operated by the Office of Attorney General, provides a mechanism whereby appropriate, relevant, accurate, complete, and timely juvenile justice information is captured, maintained, and accessed by OYS and other juvenile justice agencies throughout the State of Hawaii. Information from the JJIS is utilized for reports required by the Office of Juvenile Justice Delinquency Prevention (OJJDP).

OJJDP – requires all recipients of OJJDP funding to collect and report data that measure the results of funded activities to ensure compliance with the Government Performance and Results Act of 1993. OJJDP uses the system to aggregate performance data across grantees and grant programs.

Performance Measures via Outcome Framework method – OYS' contracted community providers report data regarding various program services 4) Variance Report - issued annually by Budget & Finance regarding expenditures and positions, measures of effectiveness, program target group and program activity.

### Business Functions or Services

The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.

OYS provides program planning, policy formation, resource development, technical assistance, and training to facilitate and coordinate a comprehensive continuum of care for at-risk youth, with an emphasis on youth involved with the juvenile justice system. OYS participates on numerous advisory committees, commissions, and initiatives to improve services for youth statewide.

OYS oversees the administration of the Office of Juvenile Justice and Delinquency Prevention Act that aims to improve the effectiveness of the juvenile justice system.

	<p>The Juvenile Justice State Advisory Council is coordinated by OYS to provide policy and funding recommendations.</p> <p>OYS operates the Hawaii Youth Correctional Facility (HYCF) to provide safe and secure confinement and services for juvenile offenders who have been committed to the custody of OYS by the Judiciary and pose a threat to the community. The HYCF provides a variety of counseling, treatment, and educational services within the facility and aftercare to aid in the redirection and rehabilitation of each juvenile.</p> <p>OYS provides community-based services through purchase of service contracts that target and address risk factors that impact at-risk youth who are experiencing problems in functioning. Services are intended to divert youth to alternative services and/or prevent further penetration into the juvenile justice system. Contracted service delivery includes positive youth development, outreach and advocacy, truancy prevention, intensive monitoring, day treatment, residential, and aftercare.</p> <p>Provide oversight and monitoring of 4 residential group homes for at-risk youth. There are 2 homes on Hawaii Island (8 beds boys; 8 beds girls), 1 home on Maui (8 beds boys) and 1 home on Oahu (12 beds boys). The homes are for court-involved youth on probation and they serve as an alternative to placement at the correctional facility. The average length of stay is 6 months.</p> <p>Partner with the Department of Health/Child and Adolescent Mental Health Division for mental health services for youth at the Hawaii Youth Correctional Facility and for committed youth on parole.</p> <p>Partner with the Department of Education for educational services for youth at the Hawaii Youth Correctional Facility, and to address issues related to the education of at-risk youth in the community.</p> <p>Partner with the Judiciary, the Prosecutor’s Office, the Attorney General’s Office, and the Public Defender’s Office to address issues related to juvenile justice.</p>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>Beyond standard laptops, network connections and productivity software, we have a stand-alone server that is interconnected with the Department of Human Services. Specifics about the server will have to come from the IT folks at DHS.</p> <p>The most common websites utilized are government based websites – Federal, State and County. Additionally, a variety of websites operated by service providers, non-profits, and other agencies that work with at-risk youth are utilized.</p> <p>Of course, the standard websites, e.g. Google, Hawaiian Airlines, on-line dictionaries and other reference type sites are accessed.</p> <p>A specific listing of each website can be provided upon request.</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<ul style="list-style-type: none"> <li>• Change to a user-friendly email system that is standard across all state agencies/employees.</li> <li>• Improve the Juvenile Justice Information System.</li> <li>• All necessary forms used in conducting daily state business should be on-line.</li> <li>• Create a paperless business environment.</li> <li>• Automate all the manual processes. Currently, the following documents are done by hand and/or on a typewriter:</li> <li>• Time and attendance</li> </ul>

	<ul style="list-style-type: none"> <li>• Leave requests</li> <li>• Travel requests</li> <li>• Purchase orders</li> <li>• Hazard pay requests</li> </ul>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>OYS utilizes data to report on performance metrics (stated above). Sources of data come from JJIS, reports from community providers, request for information sessions, ongoing needs assessments, and formal and informal community meetings.</p> <p>Additionally, we track the data of the youth committed to the Hawaii Youth Correctional Facility (e.g. sex, age, commitment types, judicial circuit, home zip code, ethnicity, etc.). This information is provided to the legislature as requested and to the courts.</p>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>OYS continually supports enhancements to the JJIS, including staff training, and addressing data deficiencies that impact reporting requirements to OJJDP. No current projects are being funded, however, it is probable that new projects will be undertaken in the future.</p>

## D.1.6.2 HAWAII PUBLIC HOUSING AUTHORITY

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Hawaii Public Housing Authority.

**Table 20: Hawai`i Public Housing Authority**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	Hawai`i Public Housing Authority
<p><b>Department or other Organization Attached or Reporting To</b></p>	Department of Human Services
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	To promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination.
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	The agency is currently in the preliminary stages of developing a vision statement.

## Strategic Goals and Objectives

The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.

From the agency's HUD Approved PHA 5 Year and Annual Plan for Fiscal Years 2009-2014:

PHA Goal: Expand the supply of assisted housing

- Objectives:

- Apply for additional rental vouchers if available.
- Reduce public housing vacancies: Not to exceed 5% vacancy rate.
- Leverage private or other public funds to create additional housing opportunities: Assess the feasibility of mixed-use private redevelopment.
- Shelter Plus – 100 units (20 unit per year)

PHA Goal: Improve the quality of assisted housing

- Objectives:

- Improve public housing management: (PHAS score)
- PHAS Physical Condition (REAC) - Passing score of 75 out of 100 points.
- PHAS Financial Condition- Increase rent collection rate to 95%.
- PHAS Management Operations -Vacant Unit Turnaround Time: Less than or equal to 20 days; Work Orders: Complete or abate 100% of emergency work orders within 24 hours and complete non-emergency work orders within an average of 25 days; Annual Inspections: Inspected 100% of its units and systems using the Uniform Physical Condition Standard (UPCS).
- PHAS Resident Survey – refer to “Increase Customer Satisfaction” below.
- Evaluate and upgrade PHA computer software to increase the efficiency of programs agency-wide.
- Improve tenant rent collection system through timely evictions for non-payment of rents.
- Improve voucher management: (SEMAP score) Strive for High-Performer: 90%
- Maintain lease-up to 95% of budget utilization.
- Partner with the City and County of Honolulu, Section 8 Housing Choice Voucher Program to develop a rent reasonableness process to improve operational effectiveness.
- Develop and maintain an effective reporting system to improve operational efficiency.
- Continue to develop relationships with more partners in the recruitment and retention of landlords.
- Increase customer satisfaction: Resident Services and Satisfaction Survey - Achieve at least a score of 80% in all categories (maintenance and repair, communication, safety, services and neighborhood appearance).

Concentrate on efforts to improve specific management functions:

- Develop strategies and training for PH managers and staff to improve rating on the Resident Service and Satisfaction Survey.
- Develop a plan to have Tenant Monitors available when managers are not available.

Renovate or modernize public housing units.

Demolish or dispose of obsolete public housing and provide replacement housing.



Provide replacement vouchers.

Leverage Capital Funds to accelerate modernization projects.

Study the feasibility of utilizing public/private partnerships for the redevelopment of public housing.

PHA Goal: Increase assisted housing choices

• Objectives:

- Conduct outreach efforts to potential voucher landlords.
- Provide Section 8 voucher mobility counseling.
- Increase voucher payment standards.
- Implement voucher homeownership program.
- Implement public housing or other homeownership programs.
- Utilize Geographical Wait Lists.
- Pursue designated housing for elderly-only project(s).

PHA Goal: Provide an improved living environment

• Objectives:

- Implement measures to de-concentrate poverty by bringing higher income public housing households into lower income developments.
- Implement measures to promote income mixing in public housing by assuring access for lower income families into higher income developments.
- Implement public housing security improvements.
- Designate developments or buildings for particular resident groups (elderly, persons with disabilities).

PHA Goal: Promote self-sufficiency and asset development of assisted households

• Objectives:

- Increase the number and percentage of employed persons in assisted families by annually assisting public housing residents to attain their goals for economic self-sufficiency.
- Attract supportive services to improve assistance recipients' employability.
- Attract supportive services to increase independence for the elderly or families with disabilities by annually providing or attracting supportive services at 5 public housing sites that service elderly or disabled populations.
- Provide measures and opportunities to increase the income of residents to complement de-concentration and income targeting.
- Encourage and support resident participation in an existing Individual Development Account (IDA).

PHA Goal: Ensure equal opportunity and affirmatively further fair housing

• Objectives:

- Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion, national origin, sex, familial status, and disability.

- Undertake affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion, national origin, sex, familial status, and disability.
- Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required.
- Continue on-going efforts to educate and provide information to the general population and to landlords.
- Conduct on-going training to educate staff.
- Continue to implement the Section 504 and ADA transition plans.
- Implement the Limited English Proficiency (LEP) plan for applicants and residents of public housing and Section 8 programs.
- Provide training to non-English speaking and/or Limited English Proficiency speaking groups with an interpreter available on federal and state fair housing laws.
- Build community ties with private and non-profit organizations to affirmatively further fair housing.
- Update the Fair Housing Analysis of Impediments in 2009.

PHA Goal: Improve the housing delivery system through cost-effective management of federal and State government programs and resources:

Implement project based accounting and management for federal public housing.

Evaluate and upgrade PHA computer software to improve financial accounting and reporting.

Improve tenant rent collection system through updating policies and procedures, timely evictions for non-payment of rents, and timely write offs.

PHA Goal: Evaluate the current administration of HPHA's Section 8 Housing Choice Voucher Program.

PHA Goal: Due to the recent change in funding levels for the Section 8 HCV Program by HUD, HPHA will be exploring various options to maximize the number of voucher participants within the current HUD funding level, including:

Adjusting the subsidies given to the current voucher holders to increase the number of active vouchers;

Maintaining current subsidy amounts and not open the wait list until HUD funding is increased.

PHA Goal: Comply with the Violence Against Women Act to support and assist victims of domestic violence, dating violence, sexual assault, or stalking. To protect certain victims as well as members of the victims' immediate families – from losing their HUD-assisted housing as a consequence of the abuse of which they were the victim.

## Performance Metrics

Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.

HUD Rating Factors that are assessed annually:

- Physical Inspections
- Financial Assessment
- Management Operations Certification
- Public Housing Assessment System (PHAS)

See: [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/public\\_indian\\_housing/reac/products](http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/reac/products)

Monthly, the Board is provided staff reports including the following:

- Occupancy: Units Occupied v. Total Available Units with a goal of 97% occupancy system-wide
- Rent Collection: Amount Charged v. Amount Collected with a goal of 100% collection
- Total number of families moved by Asset Management Project
- Collection on Delinquent Vacated and Non-Vacated Accounts
- Emphasis on tracking number of vacant units from month to month to increase occupancy rate
- Status on the obligation/encumbrance and expenditure of Federal Capital Fund Program (CFP) funds and State CIP funds by location and dollar amount
- Income statement comparing revenue by source to expense, budget v. actual
- April 2012: Revenue Budget v. Actual - Pending Review
- April 2012: Expense Budget v. Actual Pending Review
- Listed by program (Fed. Public Housing, State Public Housing, Section 8, VASH)
- Status on major contracts and procurements, including deadlines and \$ amounts
- Status of Eviction Hearing Office caseload by number of referral, reason for referral, and disposition of the case by year and by year to date
- Status of personnel actions, by position

## Business Functions or Services

The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.

The HPHA is the sole public housing agency for the State of Hawaii, providing, safe, decent, sanitary, and temporary housing to low income families. The agency administers over 6,000 State and Federal (HUD subsidized) public housing units on five islands, over 1,800 rental assistance vouchers on the Island of Oahu, and 270 Veterans Affairs Supportive Housing (VASH) vouchers.

Federal public housing is a U.S. Department of Housing and Urban Development (HUD) program established to provide decent, safe rental housing for eligible low-income families, the elderly, and persons with disabilities. There are approximately 1.2 million households living in public housing units nationwide, managed by some 3,300 Housing Authorities. The HPHA administers over 5,300 Federal public housing units Statewide. The agency also administers an unsubsidized State public housing inventory consisting of 864 units Statewide.

The Housing Choice Voucher (HCV) Program, commonly known as Section 8, is a HUD program established to provide rental subsidies for standard-quality units that are chosen by the tenant in the private market with assistance given through tenant-based vouchers. The

	<p>State of Hawai'i provides limited funding for a similar Rent Supplement program that is administered in the same fashion as the Federal HCV Program.</p>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>Servers:</p> <ul style="list-style-type: none"> <li>• Windows NT 4</li> <li>• Windows Server 2003</li> <li>• Windows Server 2008</li> <li>• Citrix Winframe</li> <li>• Citrix Metaframe</li> <li>• Windows SQL 2005</li> <li>• HP P4000 SAN</li> </ul> <p>Websites:</p> <ul style="list-style-type: none"> <li>• www.hpha.hawaii.gov (external)</li> <li>• HPHA-REPORTS (internal)</li> <li>• HPHA-CRYSTAL (internal)</li> <li>• HPHA-WIKI (internal)</li> <li>• HUD Secured Systems and related sites (PIC, EIV, LOCCS, FDS, VMS, RAMPS, EPIC)</li> </ul> <p>Applications:</p> <ul style="list-style-type: none"> <li>• Emphasys Public Housing Agency Software (Elite and FLEX) – includes integrated modules for LIPH, Section 8, Wait List, Work Orders, Materials Inventory, General Ledger, Accounts Payable, Bank Book, Fixed Assets</li> <li>• AutoCAD (2007 to 2012)</li> <li>• Crystal Reports</li> <li>• VPN</li> <li>• Host on Demand (HOD)</li> <li>• FAMIS, HAWI, DMV, CJIS</li> <li>• GIS</li> </ul>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>Proposed Upgrades:</p> <ul style="list-style-type: none"> <li>• Virtualization (servers)</li> <li>• Document Management System</li> <li>• Off Site Emergency Disaster Recovery (cold/hot)</li> <li>• Cyber Security (network monitoring, intrusion prevention and intrusion detection system)</li> <li>• Cloud Storage (secure)</li> </ul>

<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>Collection:</p> <ul style="list-style-type: none"> <li>• Low Income Public Housing tenant data stored in Emphasys.</li> <li>• Section 8 tenant data stored in Emphasys.</li> <li>• Capital Fund financial and program information.</li> </ul> <p>Usage:</p> <ul style="list-style-type: none"> <li>• HUD’s Public and Indian Housing Information Center (PIC) system must be kept up to date with HPHA’s current tenant and unit information. Data is exported from Emphasys, and then uploaded into PIC.</li> <li>• HPHA provides program statistics on HUD’s Voucher Management System.</li> <li>• HUD’s EPIC system requires reporting on capital improvement projects.</li> <li>• Selected demographic data may sometimes be requested by various agencies. Data is usually provided without tenant identifiers.</li> </ul>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<ul style="list-style-type: none"> <li>• Emphasys Elite Upgrade (4/09 – 3/13, Pending Review - Federal LIPH, S8, Capital funds + RS, SLR, SE)</li> <li>• Section 8 – upgraded</li> <li>• Core Financials - upgraded</li> <li>• Low Income Public Housing (tenant processing, work orders) – 11/1/12</li> <li>• Materials Inventory – 10/1/12</li> <li>• Executive Portal – 2/28/13</li> <li>• Web App (lobby only) – 3/31/13</li> <li>• Budgeting Software – 3/31/13</li> <li>• Network Infrastructure Upgrades (8/12 – 12/12, “Pending Review” install, plus “Pending Review” monthly - Pending)</li> <li>• School Street data center connection – 9/30/12</li> <li>• AMP office data connections – 12/31/12</li> <li>• School Street campus cabling – 9/30/12</li> </ul>

## D.1.7 DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS

The Department of Labor and Industrial Relations (DLIR) State Agency has eight (8) attached agencies. The following tables are representative of feedback that was captured electronically and via personal visits.

### D.1.7.1 DEPARTMENT OF INDUSTRIAL RELATIONS APPEALS BOARD

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Office of Labor and Industrial Relations Appeals Board.

**Table 21: Department of Industrial Relations Appeals Board**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>Labor and Industrial Relations Appeals Board (LIRAB)</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>Department of Labor and Industrial Relations</p>
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>To provide prompt, fair, and inexpensive review of appeals of decisions rendered by the Director of Labor and Industrial Relations relating to Hawaii workers' compensation law and boiler and elevator safety law.</p>
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>A quasi-judicial agency that reviews cases in a timely, fair, and impartial manner that promotes public trust and confidence.</p>
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<p>Strategic Goal #1: Process and resolve cases effectively and efficiently</p> <ul style="list-style-type: none"> <li>• Objectives: <ul style="list-style-type: none"> <li>– Update or amend statutes and administrative rules to streamline, standardize, clarify, or simplify procedures and the administrative process.</li> <li>– Maintain effective and consistent case management practices to manage workflow, balance caseload, and enhance productivity;</li> <li>– Maintain efficient calendaring and scheduling practices to reduce the time for a case to be set for conference or scheduled for hearing</li> <li>– Actively promote and facilitate settlement or other alternative dispute resolution</li> <li>– Maintain optimal staffing to provide the legal, operational, and administrative support</li> </ul> </li> </ul> <p>Strategic Goal #2: Improve access to or quality of services</p> <ul style="list-style-type: none"> <li>• Objectives: <ul style="list-style-type: none"> <li>– Improve and update website to provide meaningful, understandable and user-friendly forms and information.</li> <li>– Regularly evaluate, update, or acquire technology and related resources to support program goals. For example: <ul style="list-style-type: none"> <li>– Develop and implement an electronic filing and processing system that integrates or coordinates with the electronic filing and information technology systems within the department and the judiciary.</li> <li>– Develop and implement an electronic web-accessible calendar to enable litigants to access status of claims and dates of hearings and conferences.</li> <li>– Develop and implement an integrated telephonic notification and informational system.</li> </ul> </li> </ul> </li> </ul>

## Business Functions or Services

The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.

Conduct initial, status, and settlement conferences: these conferences are conducted by a LIRAB member or staff attorney to establish deadlines, identify issues on appeal, assess the status of a case, and to settle or resolve the case without the need for trial.

Review motions and/or conduct hearings on motions: LIRAB reviews hearing and non-hearing motions with accompanying memoranda in support or opposition thereto and render decisions on the motions. Some motions are hearing motions, which are heard by LIRAB. After a review of the motions and/or a hearing on the motions, written orders are issued either granting or denying the motions.

Conduct trials: LIRAB or its appointed hearings officer conducts trials in cases that do not settle. During trial, LIRAB or its hearings officer may hear testimony from witnesses and arguments from parties. The trial is digitally recorded.

Issue written orders and decisions: For cases heard by LIRAB, a written decision and order is issued by LIRAB. For cases heard by a hearings officer, the hearings officer issues a proposed decision and order for which the LIRAB issues an order affirming, modifying, or reversing the proposed decision and order. LIRAB's final decisions and orders are appealable to the Intermediate Court of Appeals.

Review, approve, and process settlement agreements: Settlement agreements are processed and routed for appropriate signatures by the Director and attorney general, and then reviewed and approved by LIRAB or returned to the parties without approval.

Review and approve attorneys fee requests: Attorneys submit fee request to LIRAB for work performed at the LIRAB level. LIRAB reviews the fee requests and approve the appropriate amount of fees.

Process and prepare records on appeal for electronic filing to the appellate court: LIRAB's chief clerk prepares the record on appeal for cases that are appealed to the appellate court. Preparation includes scanning the entire case file and accompanying records, preparing an index of the scanned documents, and electronically filing the record with the court.

## Technology – Current State

Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.

Server: IBM Dual Quad Core Xeon E5410 Processor with External Tape Backup. This server is shared with another DLIR attached agency (Hawaii Labor Relations Board). It is housed on the 3rd floor of Keelikolani Bldg and managed by EDPSO staff. Website: LIRAB has a page that is part of the department's website. Other than MS office applications, lotus notes, and Adobe Acrobat Pro, LIRAB does not use any special applications.

## Technology – Future State

If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.

1. Electronic filing and delivery/processing system: LIRAB adjudicates appeals from decisions of the Director of DLIR. LIRAB's decisions are appealable to the Intermediate Court of Appeals. LIRAB plans to develop and implement a secured electronic filing and delivery/processing system that coordinates or integrates with information technology systems within the department (e.g., the Disability Compensation Division) and the court's JIMS or JEFS electronic filing system. Security is of utmost concern because LIRAB deals with private and sensitive information.
2. Update or modernize our server to meet our growing need for archiving and/or electronic storage of data, such as audio recordings and scanned decisions and orders.
3. Procure voice recognition software that automatically prepares written transcription of our digitally recorded hearings.
4. Develop and implement an integrated telephonic notification and informational system.

	<p>5. Wireless internet connection for Keelikolani Building.</p> <p>6. Consider a virtual private network for the department.</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>The Board maintains its final decision and orders in hard copy and electronic formats. Decision and orders that are not in electronic format are being scanned and stored on the server. The Board sends PDFs of its final decision and orders to the Hawaii State Bar Association, and various other online computer assisted legal research services such as LexisNexis and the Appeals Board Index.</p>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>No currently pending projects. IT goals and upgrades are dependent on funding, IT support (e.g. personnel, consultants, etc.) and other resources.</p>

## D.1.7.2 HAWAII CIVIL RIGHTS COMMISSION

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Office of Labor and Industrial Relations Appeals Board.

**Table 22: Hawai'i Civil Rights Commission**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>Hawai'i Civil Rights Commission</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>Department of Labor and Industrial Relations</p>
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>The mission of the Hawai'i Civil Rights Commission is to eliminate discrimination by protecting civil rights and promoting diversity through enforcement of anti-discrimination laws and education.</p>
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>---</p>



<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	<p>Fair enforcement of state laws prohibiting discrimination in employment, housing, public accommodations, and state-funded services.</p> <p>Development of expertise and capacity to effectively and efficiently investigate, conciliate, litigate, and administratively adjudicate complaints of discrimination.</p>			
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>Measure of Effectiveness</p>	<p>Planned</p>	<p>FY2012 Actual</p>	<p>FY2013 Estimated</p>
	<p>% Employ Discrim Investig completed w/in 1 yr</p>	<p>75</p>	<p>68</p>	<p>60</p>
	<p>% Fair Housing Discrim Investig completed w/in 150 days</p>	<p>75</p>	<p>37</p>	<p>60</p>
	<p>% Public Accom discrim Investig completed w/in 1 yr</p>	<p>75</p>	<p>46</p>	<p>60</p>
	<p>% State Svc Discrim Investig Completed w/in 1 yr</p>	<p>75</p>	<p>---</p>	<p>75</p>
	<p>Program Target Group</p>	<p>Planned</p>	<p>FY2012 Actual</p>	<p>FY2013 Estimated</p>
	<p>No. Employ Discrim complaints filed annually</p>	<p>300</p>	<p>329</p>	<p>300</p>
	<p>No. Fair Housing Discrim complaints filed annually</p>	<p>50</p>	<p>44</p>	<p>50</p>
	<p>No. Public Accom Discrim complaints filed annually</p>	<p>30</p>	<p>37</p>	<p>30</p>
	<p>No. State Svc Discrim complaints filed annually</p>	<p>5</p>	<p>5</p>	<p>5</p>
	<p>Program Activities</p>	<p>Planned</p>	<p>FY2012 Actual</p>	<p>FY2013 Estimated</p>
	<p># Investig/closing Employ Discrim cases 368-3, hrs</p>	<p>300</p>	<p>280</p>	<p>280</p>
	<p># Investig/closing Fair Housing Discrim cases 368-3, hrs</p>	<p>50</p>	<p>34</p>	<p>35</p>
	<p># Investig/closing Accom Discrim cases 368-3, hrs</p>	<p>30</p>	<p>31</p>	<p>30</p>
	<p># Investig/closing State Svc Discrim cases 368-3, hrs</p>	<p>5</p>	<p>0</p>	<p>5</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>The HCRC investigates, conciliates, litigates, and adjudicates complaints of discrimination in employment, public accommodations, housing, and state-funded services.</p>			
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>The HCRC Enforcement Database is designed to capture information on complaint investigations, maintain records, and produce reports. The HCRC also uses web-based U.S. EEOC IMS and U.S. HUD TEAPOTS databases.</p>			

<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>The HCRC desires to upgrade technology with an electronic filing and document storage initiative designed to reduce cost and improve efficiency and service by developing an enforcement database with a web-based application that collects, processes, files, stores, tracks, and creates reports from information captured on complaint investigations.</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>The HCRC conducts investigations of complaints of discrimination in employment, housing, public accommodations, and state-funded services. The information gathered in the course of investigations is statutorily confidential, pursuant to HRS § 368-4.</p> <p>Data from dual-filed complaint investigations is shared with the U.S. EEOC and U.S. HUD pursuant to workshare/cooperative agreements.</p>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>The HCRC is currently in the process of upgrading its legacy Access/SQL database from the current Access 97 version so that it can be migrated to a new server without loss of functionality. This upgrade (&lt; “Pending Review”) is funded with FY 2012 GF as part of a larger LBR IT upgrade. The migration and installation (est. “Pending Review”) will have to be paid out of FY 2013 funds.</p>

### D.1.7.3 OFFICE OF LANGUAGE ACCESS

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Office of Language Access.

**Table 23: Office of Language Access**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	<p>Office of Language Access – State of Hawaii</p>
<p><b>Department or other Organization Attached or Reporting To</b></p>	<p>Department of Labor and Industrial Relations</p>
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	<p>To promote equal access to and full participation in government services, programs, and activities for persons with limited English proficiency through oversight, coordination and assistance to state and state-funded agencies.</p>
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	<p>Language Access for All</p>

## Strategic Goals and Objectives

The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.

Goal (1): To promote public awareness and ensure that the Limited English Proficient (LEP) population is informed of and educated about their rights.

- Objectives/Strategies to achieve Goal (1):

- Establish and nurture working relationships with partners to develop awareness about language access.
- Establish and hold a Language Access Month celebration in September of each year.
- Conduct outreach to LEP communities.
- Develop multilingual materials and website.
- Undertake mass media campaigns.

Goal (2): To ensure that all state and covered entities are in compliance with language access requirements.

- Objectives/Strategies to achieve Goal (2):

- Develop guidelines and provide training and technical assistance to state and covered entities.
- Establish a data collection and reporting system for state agencies.
- Conduct a monitoring process and implement a compliance rating system for state agencies.

Goal (3): To assist in the development of an adequate pool of trained and competent language service providers.

- Objectives/Strategies to achieve Goal (3):

- Conduct a language access needs, resource, and cost analysis in the State of Hawaii.
- Develop a directory of language service providers in the State of Hawaii.
- Facilitate training programs for language service providers.
- Develop statewide standards for interpretation and translation.

Goal (4): To develop OLA staff expertise and resources.

- Objectives/Strategies to achieve Goal (4):

- Acquire additional funding and staffing for the office.
- Provide staff training and development.
- Develop a resource library.
- Interface and network with language access practitioners nationwide.

Goal (5): To ensure the timely resolution of complaints about language access.

- Objectives/Strategies to achieve Goal (5):

- Develop tools, processes and procedures for handling complaints.
- Provide education and training to agencies on the complaints process.
- Conduct outreach to LEP communities on the complaints process.
- Develop responsive methods of resolving conflicts.

	<p>Goal (6): To provide statewide leadership in the area of language access.</p> <ul style="list-style-type: none"> <li>• Objectives/Strategies to achieve Goal (6): <ul style="list-style-type: none"> <li>– Provide models and educate agencies about best practices.</li> <li>– Serve as a clearinghouse for information and resources on language access.</li> <li>– Cultivate, maintain, and strengthen alliances, partnerships and collaborations.</li> <li>– Propose and support needed legislation.</li> <li>– Provide leadership in technological solutions to language access problems.</li> </ul> </li> </ul>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>Number/percentage of state and state-funded agencies in compliance with Hawaii's Language Access Law. Data source: Reports from agencies on a semi-annual basis.</p> <p>Number of Instances when technical assistance is provided/number of agencies served. Data source: Running internal tally.</p> <p>Number of educational and outreach activities held/ number of people served, trained, or educated/ number of printed materials distributed. For example: sponsoring and conducting trainings; researching and responding to inquiries; distributing newsletters and other educational printed and electronic materials; etc. Data source: Running internal tally.</p> <p>Number of language access complaints resolved. Data source: Running internal tally.</p> <p>Number of agencies monitored. Data source: Running internal tally.</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<ul style="list-style-type: none"> <li>• Establish statewide goals and objectives relating to improving access by LEP individuals to the programs, services, and activities of state and state-funded agencies.</li> <li>• Provides central coordination to state and state-funded agencies in the development and implementation of their language access plans.</li> <li>• Provides oversight and monitors compliance by state and state-funded agencies with Hawaii's language access law.</li> <li>• Provides technical assistance and training to state and state-funded agencies in the establishment and implementation of their language access plans.</li> <li>• Resolves complaints through informal methods.</li> <li>• Conducts research concerning the language access needs of LEP populations and evaluates the availability, adequacy, and accessibility of language access services in the State of Hawaii.</li> <li>• Works with public and private agencies, including community organizations, to address resource needs, come up with innovative methods, and improve the effectiveness of language access services.</li> <li>• Monitors, analyzes, and reports on legislation pertaining to language access and the LEP population of Hawaii.</li> <li>• Adopts rules and guidelines pursuant to Chapter 91 HRS.</li> </ul>

	<ul style="list-style-type: none"> <li>• Reports and makes recommendations to the Governor and the Legislature regarding steps taken and to be taken to improve and increase meaningful access to language access services by the LEP population.</li> <li>• Encourages and fosters local action on behalf of the LEP population.</li> </ul>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>Audio-Visual system (Adobe connect.)</p> <p>Server</p> <p>Website: <a href="http://hawaii.gov/labor/ola">http://hawaii.gov/labor/ola</a></p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>Provide a multi-lingual website</p> <p>Use most current operating systems (currently on Windows 2003 – sometimes have difficulty reading more documents generated by more current applications, i.e. – this very document.)</p> <p>Provide document translation technology.</p> <p>Provide electronic interpreter/translator locator.</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<ol style="list-style-type: none"> <li>1. We receive a semi-annual LEP service utilization report from state agencies, on a spreadsheet we prepared and distributed, with information that includes: <ul style="list-style-type: none"> <li>• Number of encounters/times language services provided;</li> <li>• The languages involved.</li> <li>• The type of language service provided – e.g.: oral or written, etc.</li> <li>• Expenditures by agency to provide the service.</li> </ul> </li> <li>2. We review LEP demographic and socio-economic data from DBEDT and the US Census.</li> <li>3. We periodically conduct surveys of agencies, i.e. – we recently distributed a vital documents translation survey seeking information on number of documents translated, and into which languages.</li> </ol>
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	<p>Most immediately, we would like to provide a multi-lingual website to the public. We do not know how long and how much this project would cost. It has not been funded.</p>

## D.1.8 DEPARTMENT OF PUBLIC SAFETY

The Department of Public Safety (PSD) State Agency has three (3) attached agencies. The following tables are representative of feedback that was captured electronically and via personal visits.

### D.1.8.1 CRIME VICTIM COMPENSATION COMMISSION

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Crime victim Compensation Commission.

**Table 24: Crime Victim Compensation Commission**

<b>Name of Attached Agency, Board, or Commission</b>	Crime Victim Compensation Commission
<b>Department or other Organization Attached or Reporting To</b>	Department of Public Safety
<b>Mission Statement</b>  A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.	The mission of the Crime Victim Compensation Commission is to mitigate the financial impact suffered by victims of violent crime by paying unreimbursed expenses for crime-related losses experienced by victims who suffer physical or emotional injury, or death, as the result of a violent crime.
<b>Vision Statement</b>  If you have a vision statement, a brief description of what you want your organization to become, if applicable.	---
<b>Strategic Goals and Objectives</b>  The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.	The Commission's goals are as follows:  To provide each claimant with compassionate and timely compensation to pay unreimbursed expenses for crime-related losses.  To ensure that offenders are held accountable for the restitution that is ordered and to ensure that victims receive timely payment of the restitution paid by the offender.
<b>Performance Metrics</b>  Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.	The Commission's performance metrics are as follows: <ul style="list-style-type: none"> <li>• Average length of time from date application received to date of decision mailed in weeks; data is measured on an annual basis; estimated measure for FY2012 is 20 weeks and target for FY2013 is 16 weeks.</li> <li>• Average length of time from award to purchase order preparation in weeks; data is measured on an annual basis; estimated measure for FY2012 is 3 weeks and target for FY2013 is 2 weeks.</li> <li>• Percent of claimants who receive compensation; total awarded claims ÷ total claims received; data is measured on an annual basis; estimated measure for FY2012 is 73% and target for FY2013 is 75%</li> <li>• Average compensation award made; total compensation amount awarded ÷ total number of cases processed for payment; data is measured on an annual basis; estimated measure for FY2012 is "Pending Review" and target for FY2013 is "Pending Review"</li> </ul>

<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>The Commission currently performs two functions. First, the Commission handles crime victim compensation claims by disbursing funds to pay un-reimbursed expenses for crime-related losses experienced by victims who suffer physical or emotional injury, or death, as the result of a violent crime. Second, the Commission collections restitution from inmates and parolees and disburses the funds collected to the victim(s) as identified in the appropriate court order.</p>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<ul style="list-style-type: none"> <li>• The Commission has a basic informational website hosted on the Department of Public Safety’s website.</li> <li>• The Commission does occasional web-based skip-tracing through Experian and Accurint.</li> <li>• The Commission does not maintain any servers in-house. The databases and files utilized are maintained on servers by PSD’s MIS office.</li> <li>• The Commission utilizes two proprietary Access databases to handle our two primary functions (“CVCC Case Management” for victim compensation and “CVCC Restitution Manager” for restitution collection). The databases were developed by independent contractors almost 10 years ago.</li> <li>• For the restitution division, the Commission also utilizes two other proprietary computer “programs” which are Access-based, and which are available on the network to other users within the Department of Public Safety, as authorized. The two programs, “POHU IN” and “CVCC Restitution Receipts”, are connected to the CVCC Restitution Manager program, and allows users to track restitution balances and to submit restitution payments to the Commission. These programs were also developed by an independent contractor approximately 5 years ago.</li> <li>• The Commission’s restitution staff also have limited read-only access to other agencies’ databases through the network, including ITA, HPA and OffenderTrak.</li> <li>• The Commission’s administrative assistant also utilizes a computer program called “DataMart” to interface with the department’s fiscal system, and an online service called “CentreSuite” to manage our P-Card services through First Hawaiian Bank.</li> <li>• All Commission staff have access to LotusNotes for email, to the department’s intranet, and to internal share folders.</li> <li>• The Commission also uses other technologies in-house including a postage meter and a networked copy/print/fax/scan machine.</li> </ul>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>In the future, the Commission would like to provide expanded web-based services to both victims and defendants involved in restitution cases. There are no concrete plans or budget to initiate these changes, but the Commission hopes to some day make restitution balances available online to the relevant parties (i.e., the offender and those to whom restitution has been ordered by the court), and perhaps make it possible for offenders to make restitution payments online as well.</p> <p>Additionally, the Commission may want to add the ability to accept credit card payments toward restitution. Currently, only money orders and cashiers checks are accepted.</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>The Commission’s restitution division collects information about court-ordered restitution and crime victim compensation fee orders for inmates and parolees throughout the state of Hawaii. Restitution accounts are established for each criminal case with a separate restitution order, and these accounts are used to store case information such as effective dates and involved parties, and to store payment information generated as money is accepted by the agency, and as payments are subsequently disbursed to victims. The Access database CVCC Restitution Manager stores all of this data.</p>

	The Commission's victim compensation division uses the CVCC Case Management database to store information about victim compensation claims such as demographics, administrative decision information, and monetary transaction information
<p><b>Projects</b></p> <p>If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.</p>	The Commission's current information management structure requires that we utilize several disjointed databases and programs to process restitution collection. This has resulted in many hours of wasted time and duplicative work. We are currently in the process of writing an RFP for a new database system to replace CVCC Restitution Manager that will be more efficient and robust, and which will be integrated with databases utilized by partner agencies to process restitution collection. This new database will integrate CVCC Restitution Manager and CVCC Case Management into one system that allows for synchronized restitution reimbursement processing, while maintaining full functionality for the two discreet function areas of the Commission. This new database will likely do away with POHU IN and CVCC Restitution Receipts.

## D.1.8.2 HAWAII PATROLLING AUTHORITY

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Hawaii Patrolling Authority.

**Table 25: Hawai`i Patrolling Authority**

<p><b>Name of Attached Agency, Board, or Commission</b></p>	Hawai`i Paroling Authority
<p><b>Department or other Organization Attached or Reporting To</b></p>	Attached to the Director of the Department of Public Safety
<p><b>Mission Statement</b></p> <p>A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.</p>	Serves as the central paroling authority for the State of Hawaii and responsible for the administration of and discharge of all parole and community supervision programs and services for the State.
<p><b>Vision Statement</b></p> <p>If you have a vision statement, a brief description of what you want your organization to become, if applicable.</p>	Currently in development due to changes in Statute that take affect on July 1, 2012.
<p><b>Strategic Goals and Objectives</b></p> <p>The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.</p>	Determine and establish appropriate minimum terms of imprisonment against judiciary imposed maximum sentences; Determine whether any eligible individual is in-fact ready for release on parole and the element of risk to the community is minimal; and, Determine whether to revoke or suspend parole and recommit parole violators to prison



<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>Performance measures and metrics are outlined in HPA's annual</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>Provide supervision, counseling, guidance, and identified services to the parole population in an effort to assist with their successful transition and reintegration back into society.</p>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>All technology used is standard that would be generally be found in any similar type State agency.</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>The HPA currently has two separate projects on-going to enhance our use of technology. The first is the upgrade to our database to facilitate more in-depth management reports and substantial increase the amount of data electronically captured and stored on the offender population. The second project is updating our video conferencing capabilities that will allow the HPA to conference with offenders housed on the mainland and simultaneously with various County Prosecutor Offices around the State that are geographically separated by hundreds of miles of ocean. The HPA will also be undertaking a “parolee mapping” project with the Department of the Attorney general via a federal grant that will facilitate the gathering of information related to the parole population, migration patterns, residence and employment history information, etc. This will help with long-term planning for resources needed in the community for this population as well as gather a host of information data sets that can be utilized throughout the criminal justice system.</p>
<p><b>Information</b></p> <p>If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.</p>	<p>At present, the HPA shares it's database with the Department of Public Safety. Although, the Department has limited access to HPA's data.</p>

## Projects

If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.

The HPA is currently working on implementing major changes that are the result of a Justice Reinvestment Initiative (ACT 139) that takes effect on July 1, 2012. The initiative makes substantial changes to State Law as it relates to offenders parole at the end of their minimum sentence, first time parole violators, and increase the number of parole board members from 3 to 5. ACT 139 also provides for 3 additional parole officers and 1 administrative support staff member.

## D.1.9 DEPARTMENT OF TRANSPORTATION

The Department of Transportation (DOT) State Agency has four (4) attached agencies. The following tables are representative of feedback that was captured electronically and via personal visits.

### D.1.9.1 OAHU METROPOLITAN PLANNING AUTHORITY

The table below summarizes the mission, vision, goals and objectives, business functions or services, technology current state, technology future state, information (data) and projects for the Ohau Metropolitan Planning Authority.

**Table 26: Oahu Metropolitan Planning Organization**

<b>Name of Attached Agency, Board, or Commission</b>	Oahu Metropolitan Planning Organization
<b>Department or other Organization Attached or Reporting To</b>	Department of Transportation
<b>Mission Statement</b>  A brief statement that describes the mission of your agency, board, or commission. Generally one sentence that describes what it is your organization is intended to accomplish.	To serve the public by providing high-quality regional planning services to an ever-changing island community.
<b>Vision Statement</b>  If you have a vision statement, a brief description of what you want your organization to become, if applicable.	---
<b>Strategic Goals and Objectives</b>  The strategic goals of your agency, board, or commission, as well as any accompanying objectives. Goals are high-level outcomes you wish to achieve, objectives are more detailed, more specific, or limited in time and/or scope. Objectives support goals.	Goal 1: Be The Best  Goal 2: Help Our Partners Be Their Best  Goal 3: Remain Flexible  Goal 4: Build Consensus  Goal 5: Maintain Credibility

	<p>Goal 6: Use All Resources Efficiently</p> <p>Goal 7: Approach Each Project As A Team</p> <p>Goal 8: Develop Exceptional Staff</p>
<p><b>Performance Metrics</b></p> <p>Please indicate the performance metrics you use to manage your agency, board, or commission. Provide the metrics' name, formula (if calculated), data source(s), periodicity of measurement, units, baselines, actuals for FY12, and targets for FY13.</p>	<p>---</p>
<p><b>Business Functions or Services</b></p> <p>The actual things that your organization does – what functions does it perform, and what services does it provide. For each function or service, please provide a brief (1-2 sentence) description.</p>	<p>The Long-Range Oahu Regional Transportation Plan (ORTP) is a comprehensive document that identifies issues and opportunities for improving all modes of transportation on Oahu. It has a 25-year planning horizon, and any project that is included in the ORTP is eligible for Federal transportation funding assistance. Conversely, a project that is not included in the ORTP is not eligible for Federal transportation funding assistance.</p> <p>The Transportation Improvement Program (TIP) is a short-range (4 year) project programming document that establishes when projects identified in the ORTP will be built or implemented. It also identifies project funding sources and the agency responsible for building or implementing the project or program.</p> <p>The Overall Work Program (OWP) is an annual two-year rolling document that identifies 1.) work elements that are necessary to support a continuous, comprehensive, coordinated transportation planning program and, 2.) transportation planning projects to support an efficient multi-modal transportation network.</p> <p>Studies and plans vary somewhat year-to-year, but, in general, identify transportation issues, a variety of opportunities for improvement, public input on the various potential improvements, analysis of relevant data, and a final recommendation for action.</p> <p>The Regional Travel Demand Forecasting Model (TDFM) is a sophisticated computer model that is used to forecast future travel demand or conditions assuming certain changes in land-use or the transportation network.</p>
<p><b>Technology – Current State</b></p> <p>Please describe any technology in use by your agency, board, or commission beyond standard laptops, network connections, and productivity software. List any servers, websites, or applications that you use, even if they are paid for by someone else. Provide as much detail as you can.</p>	<p>OahuMPO website at <a href="http://www.oahumpo.org">www.oahumpo.org</a>, developed and hosted by <a href="http://ehawaii.gov">ehawaii.gov</a></p> <p>One Dell Small Business Server networking seven machines. All workstations use Windows 7 and Microsoft Office applications. Two workstations use TransCAD software for operation of the TDFM. Two workstations use ArcView GIS software for mapping and spatial analysis.</p>
<p><b>Technology – Future State</b></p> <p>If you plan on or desire to upgrade your technology in the future, please describe what you would like to have.</p>	<p>The TIP requires the maintenance of a database that includes the details of each project. Currently, OahuMPO, HDOT, and the City &amp; County of Honolulu Department of Transportation Services must maintain their own individual database of projects. We would like to explore the possibility of creating a database that is shared between all agencies such that any project information that is changed by one agency would be viewable by all other agencies. A database shared in this way would efficiently disseminate the latest project information and help keep all agencies coordinated in the project development and implementation process.</p>

## Information

If you collect, create, or use information or data, please describe the type of information, and the source and/or using system. Also indicate if anyone else uses your data.

We survey households on travel behavior via a trip diary. We ask survey participants to keep track of where, when, and how they travel for a 24 hour period. The resulting data is used to calibrate the TDFM.

We use transit use and route information from Oahu Transit Services in the TDFM.

We use any traffic count data from the City & County of Honolulu and from HDOT in the TDFM.

We use U.S. Census data for current population, employment, and households in the TDFM. We use the Census data to analyze Title VI and Environmental Justice impacts of transportation projects as well. We use population and employment forecasts from the Department of Business, Economic Development, & Tourism to forecast future conditions for the TDFM. The City & County of Honolulu Department of Planning and Permitting allocates the island-wide Census data to smaller analysis zones, which we also use.

We use bridge and pavement condition data from the City & County of Honolulu and from HDOT to inform our transportation planning process.

We use State-developed GIS layers regarding the location of environmentally and culturally sensitive areas and historic areas to analyze potential impacts of transportation projects.

## Projects

If you currently have, or are planning to have, any projects underway to modernize, update, upgrade, or transform your business processes or technology, please describe these projects below. For example, if you have an IT system you plan to replace, please briefly describe the new system, when the project will start and finish, and how much it will cost. Indicate whether the project is currently funded or unfunded, and the program code(s) that the funding comes from or will come from.

We are beginning a project updating our website. It is anticipated that the project will begin at the end of August and be completed by September 2013. The funding for this project ("Pending Review") will come from FHWA PL34 funds.