



State of Hawaii's Business and Technology Transformation Briefing for HICTA

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CIO, State of Hawaii
August 20, 2013



Dilbert

LISTEN



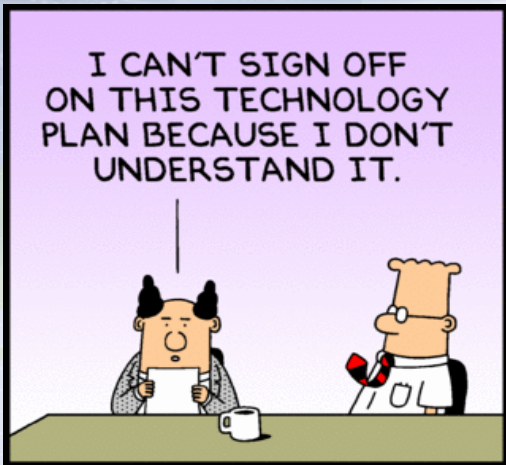
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Dilbert.com



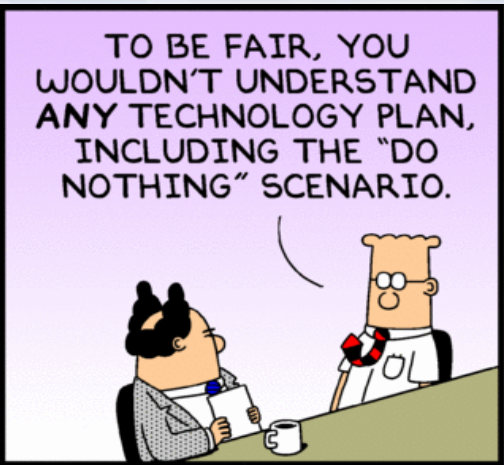
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UNDERSTAND



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Source: Scott Adams, <http://www.dilbert.com>



Agenda

- **What Problem(s) Are we trying to Solve?**
- **Phase A/B – Organize and Plan (FY 2012-2013)**
- **Phase 1 – Implementation (FY 2014-2015)**
- **The Road Ahead – How Can You Help?**



What Problem(s) Are We Trying to Solve?



Governor's Challenge* of Transforming Government was an Opportunity...

- **Challenge**

- State of Hawaii is up to 30+ years “behind-the-times” in many business processes and IT/IRM capabilities (when compared to leading states) with major fragmentation of policy, organization, process, and technology

- **Opportunity**

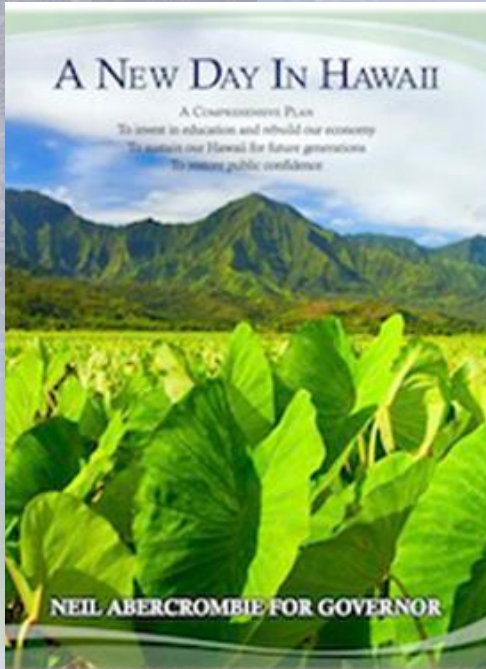
- + Use CIO Best practices, a collaborative Aloha spirit and a blueprint for change to transform and leapfrog the State of Hawai'i into the 21st century
- + Help Hawaii become one of the best digital states in the U.S. within the next 10 years



*CIO Hire July 2011



Governor's New Day Vision



---Growing a Sustainable Economy ---
Investing In People
---Transforming Government ---

- ✓ **GROWING A SUSTAINABLE ECONOMY**
 - New Day Work Projects
 - Renewable Energy
 - Food Security
 - Innovation Economy
 - Improvements on Public Lands
 - Environmental Stewardship
 - Culture, Arts, Creative Industries

- ✓ **INVESTING IN PEOPLE**
 - Early Childhood
 - Education and Workforce Development
 - Healthcare Transformation
 - Safety Net, Homelessness, Public Safety
 - Housing

- ✓ **TRANSFORMING GOVERNMENT**
 - Information Technology
 - Fiscal Management
 - Operations Management
 - Customer Service
 - Civil Defense and Security

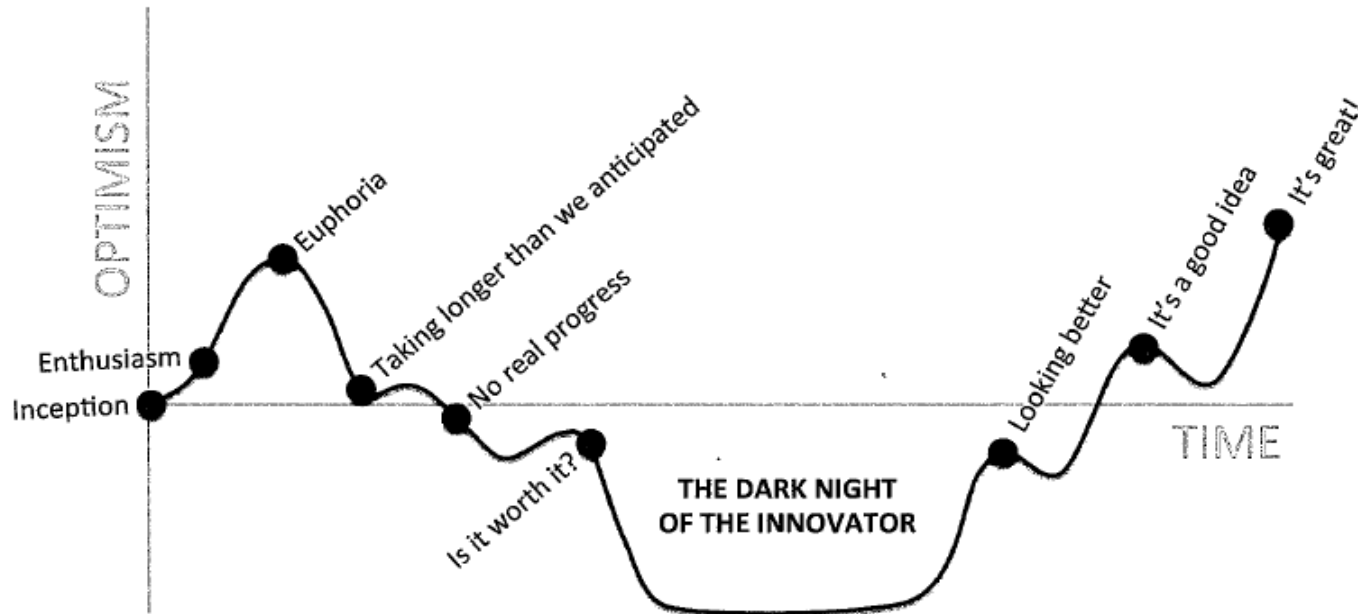


Transformation and Change isn't Easy

The Path of Innovation

Between the idea and the reality falls the shadow

- T.S. Eliot



Source: Jeff Mohr, HCF



Phase A/B - Organize and Plan (Fiscal Years 2012-2013)



CIO Role, Responsibility and Authority



Source: <http://www.cio.gov>

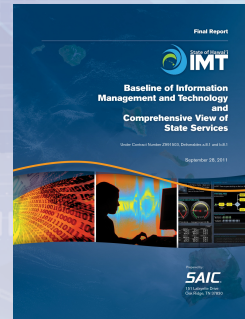


Source: <http://oimt.hawaii.gov>



Phase A – “As-Is” Environment (September 2011)

1) Baseline Report



Items 1-3 released in an open, transparent manner to the public

2) Benchmarking Report



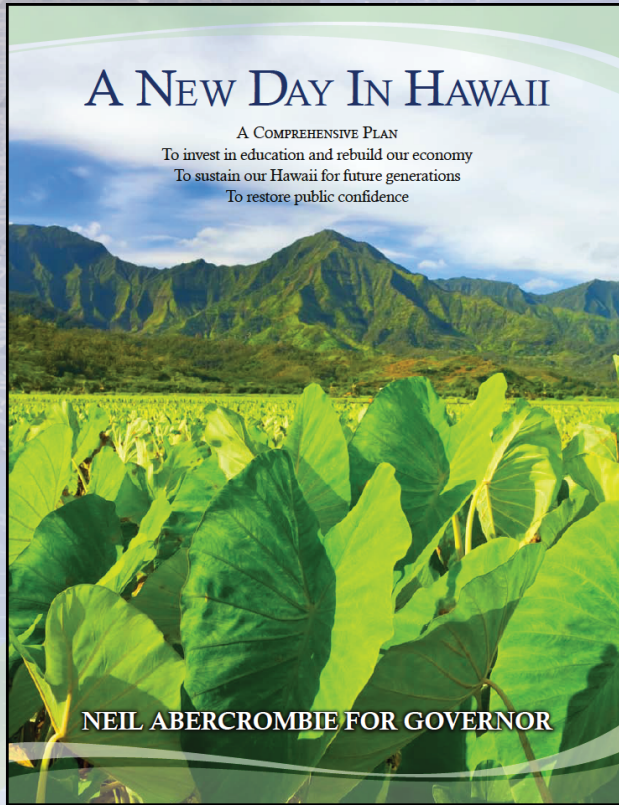
3) Data Center Assessment



4) Enterprise Alignment Database (EAD) Tool

The screenshot shows a web-based interface for the Enterprise Alignment Database (EAD). It includes a search bar, a table with columns for 'System', 'Status', 'Priority', 'Risk', 'Impact', 'Compliance', and 'Dependencies'. The table contains several rows of data, including system names like 'HR System' and 'Financial System'.

Phase B – “To Be” Vision and Bridging the Gap (Completed July, 2012 – Published October 2012)



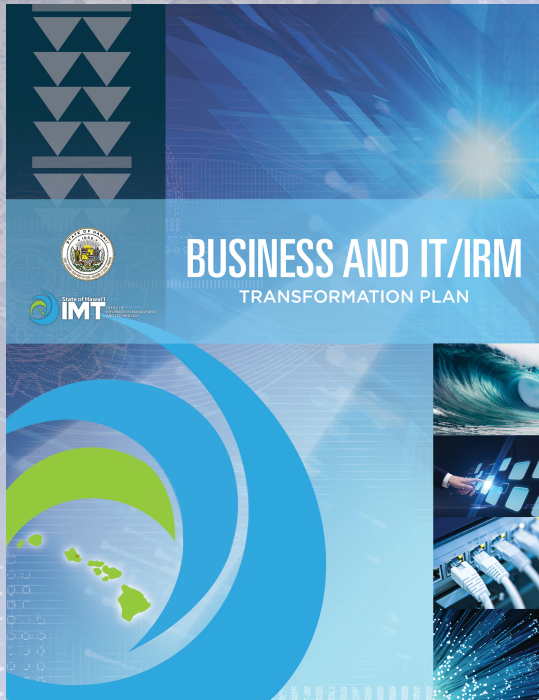
- ✓ GROWING A SUSTAINABLE ECONOMY
- ✓ INVESTING IN PEOPLE
- ✓ TRANSFORMING GOVERNMENT

<http://www.hawaii.gov/oimt>

<http://oimt.hawaii.gov>



A Comprehensive Business and Technology Transformation Plan



<http://www.hawaii.gov/oimt>

<http://oimt.hawaii.gov>

THE FEDERAL 100

Award Winner 2013

- Transforming an environment plagued by 30 years of under-investment
- A Comprehensive Transformation Plan
 - **20 Plans** with 1,432 Pages
 - **7 phases** over 12 years
 - **3 Key Strategies and 10 Programs**
- We are executing the Plan, which:
 - **Reduces** overall number of IT systems
 - **Reallocates** % of the IT workforce to better serve Departments' missions
 - **Streamlines** Business and IT operations
 - **Increases** IT service capabilities, reliability and security
 - **Reduces** ongoing IT costs
 - **Improves** Government Transparency

Outcome: Faster, Better and Easier Access to Government Information and Services – Anywhere, Anytime on Any Device

The State of Hawai'i

- **Budget**

\$11 B State (~30% Federal) – 1.4% IT

- **People**

1.4 M residents - 41K State employees – 1.8% IT

- **Organization**

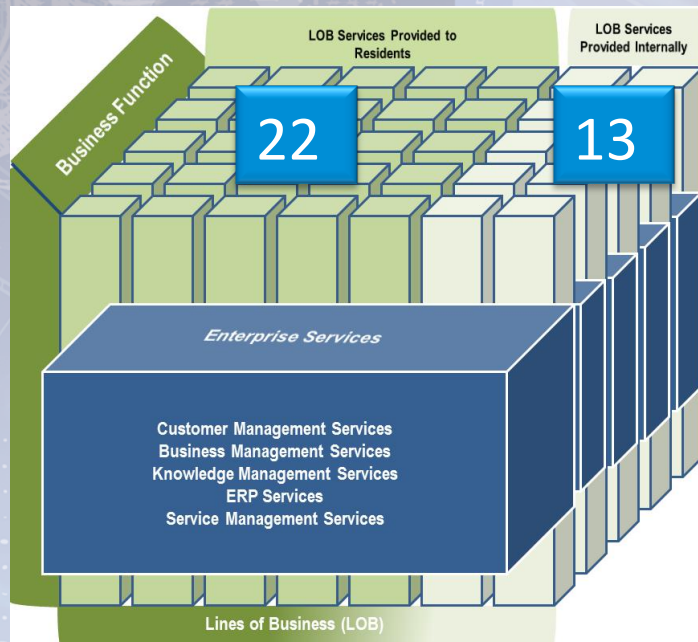
18 Departments, 108 Attached Agencies, and 162 Boards & Commissions; de-centralized IT

- **Business**

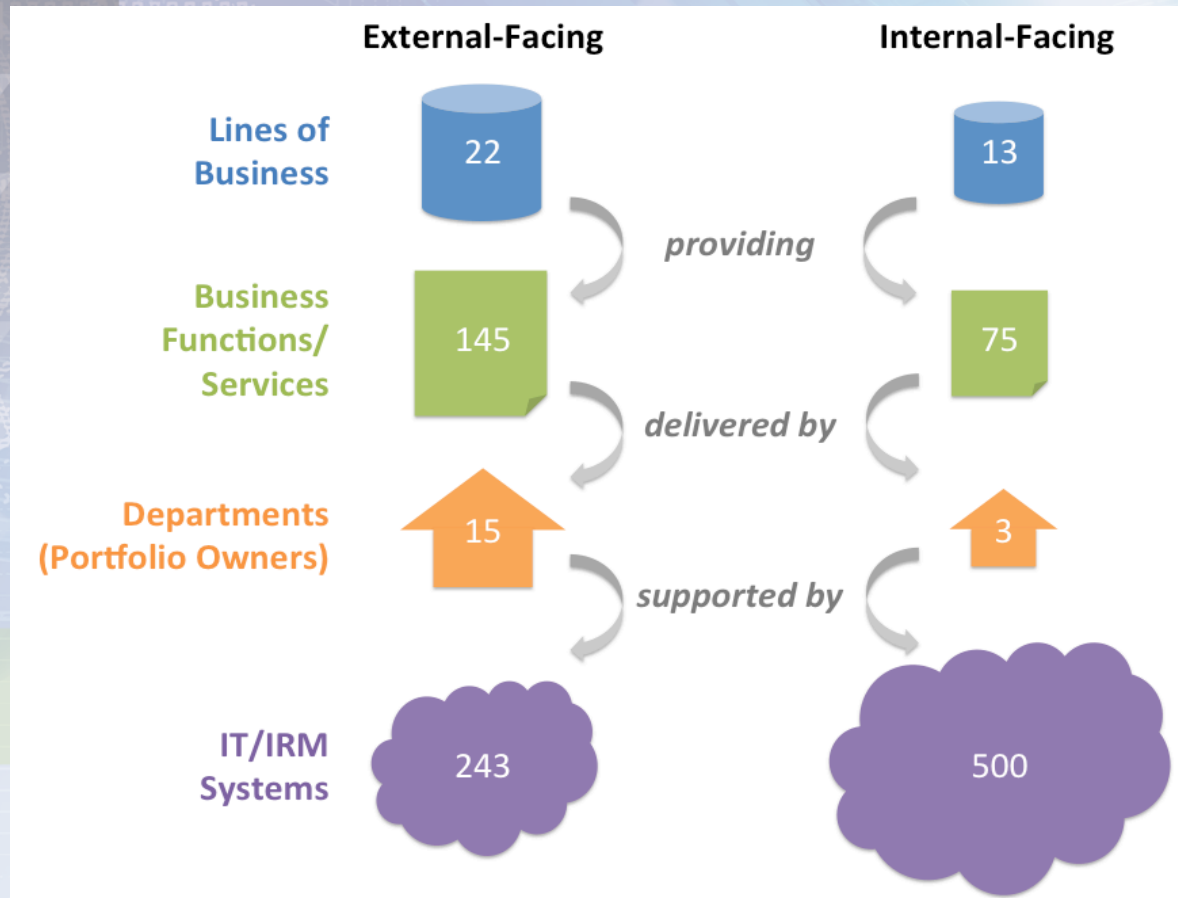
35 Lines of Business; 220 Business Services; 100's of Complex, Manual, Silo, Paper Processes

- **Technology**

Up to 30 years old; 743 fragmented IT systems; No interoperability, No Disaster Recovery etc.



Legacy Business & IT/IRM Environment



Our Legacy Environment illustrates our Current Fragmentation



A Value Chain for Hawai'i

22

Services Delivered Externally
by LOBs

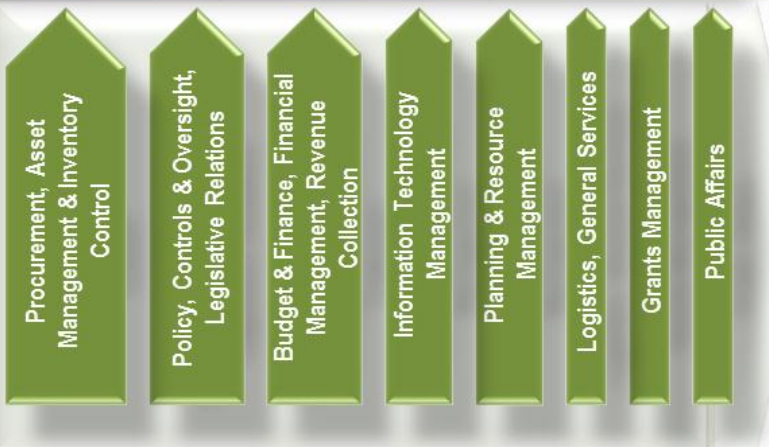


Business Outcomes

- Value To Citizens
- Value to Business Partners
- Value to Federal Agencies and Other Funding Providers

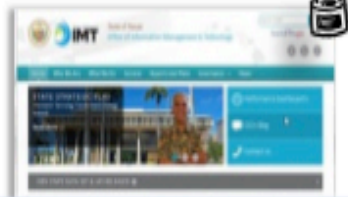
13

Services Delivered
to Other LOBs



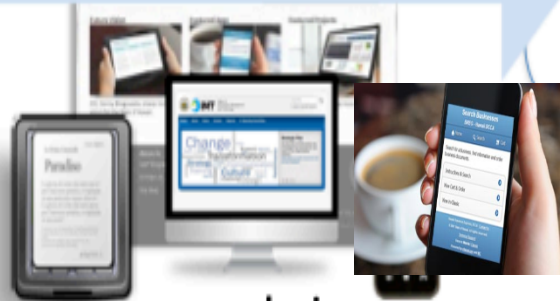
Our Future Vision is a Fully Digital State

through one portal
my.hawaii.gov



have access to the right information

Residents,
State Employees,
Government and
Business Partners



on any device,
securely and reliably

BPR and Mission-Oriented
Application

Enterprise Shared Services and
Consolidated IT/IRM Infrastructure

Governance Framework

Open

Secure

for any mission,
at any time



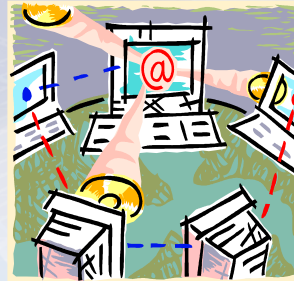
Three Key Strategies

1



***Re-engineer
Business
Processes and
Applications for
On-line Delivery***

2



***Modernize and
Consolidate
Technology
Infrastructure***

3

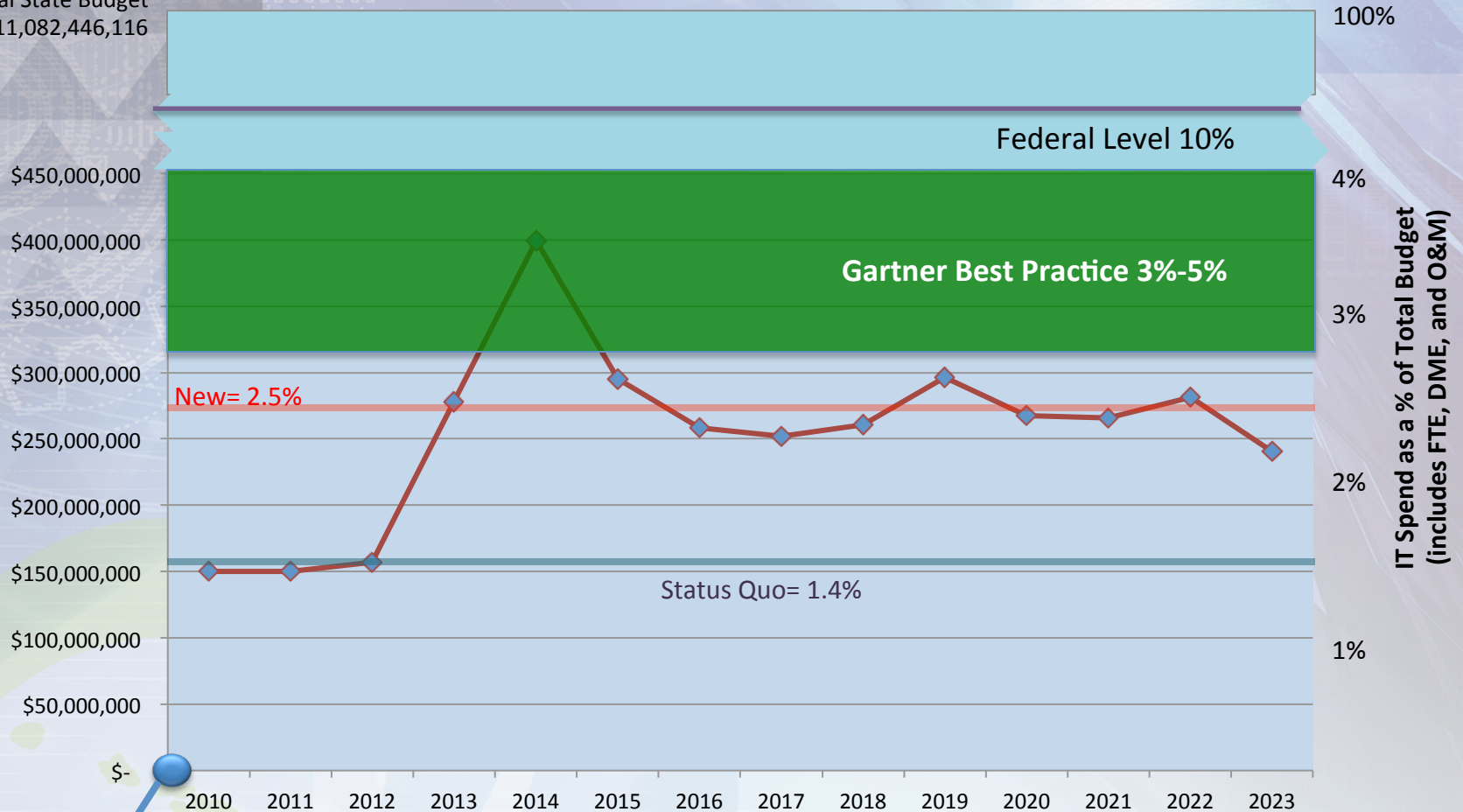


***Establish
Oversight,
Management,
and
Transparency
of Enterprise***



How Much Will the Transformation Cost?

FY13 Total State Budget
\$11,082,446,116

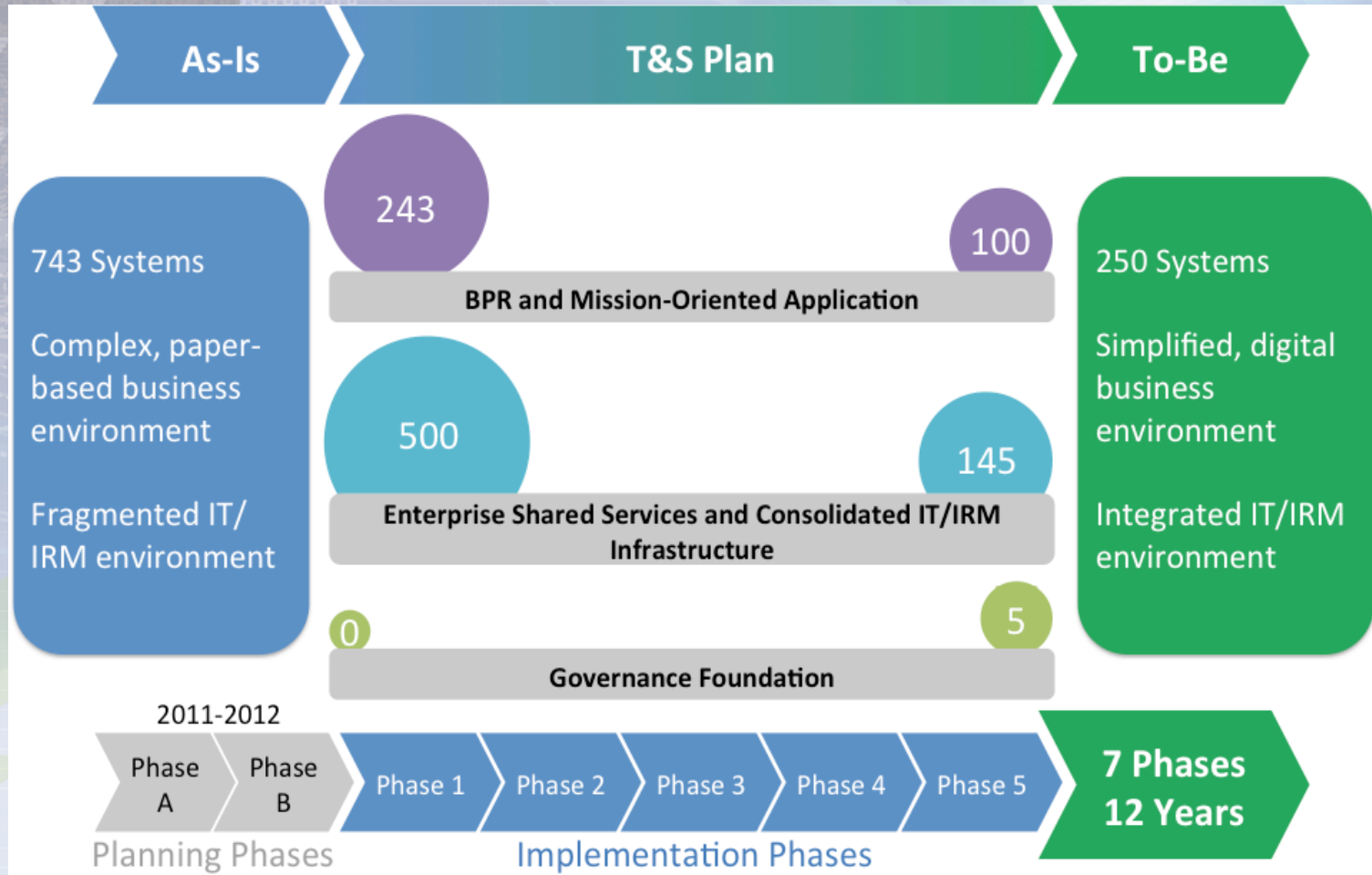


30 Years of Underfunding

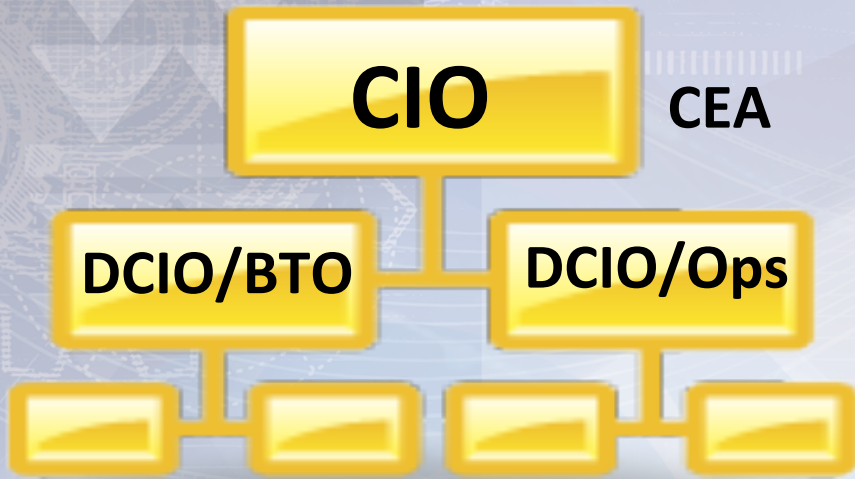
An Average of 2.5% is required for 10 years



How Long Will the Transformation Take?



OIMT Organization



**Business
Transformation;
Program
Management**

**IT/IRM
Operations**

- **CIO**
 - Leads the OIMT best practice organization to execute the Business and IT Transformation Plan
- **DCIO/BTO**
 - Enables the Departments to efficiently transform and execute their mission, goals, and objectives through new enterprise Business and IT/IRM Programs
- **DCIO/Operations**
 - Executes new Enterprise IT/IRM shared services and improves legacy IT/IRM operations efficiently across enterprise
- **Chief Enterprise Architect (CEA)**
 - Governance



Our “Team Hawaii” Core Values and Approach Provides Confidence

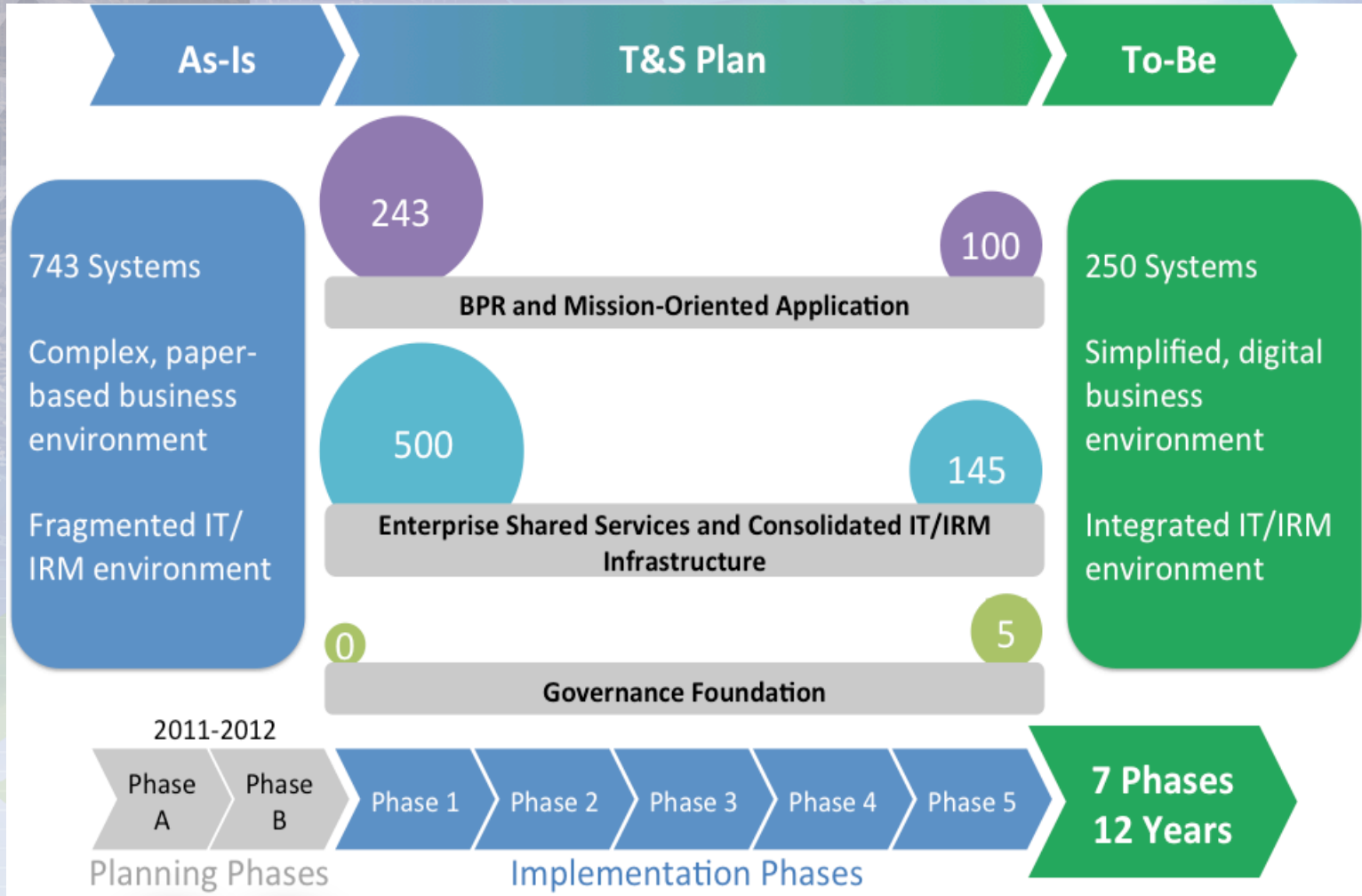
- *ALOHA SPIRIT*
- *UNITY OF PURPOSE WITH TRANSPARENCY*
- *COLLABORATIVE TEAMWORK*
- *DISCIPLINED EFFORT*
- *URGENCY IN ACTION*
- *EXCELLENCE IN WORK*
- *MEASURABLE PERFORMANCE AND RELIABLE OUTCOMES*
- *INNOVATIVE SOLUTIONS*



Phase 1 - Implementation (Fiscal Year 2014-2015)



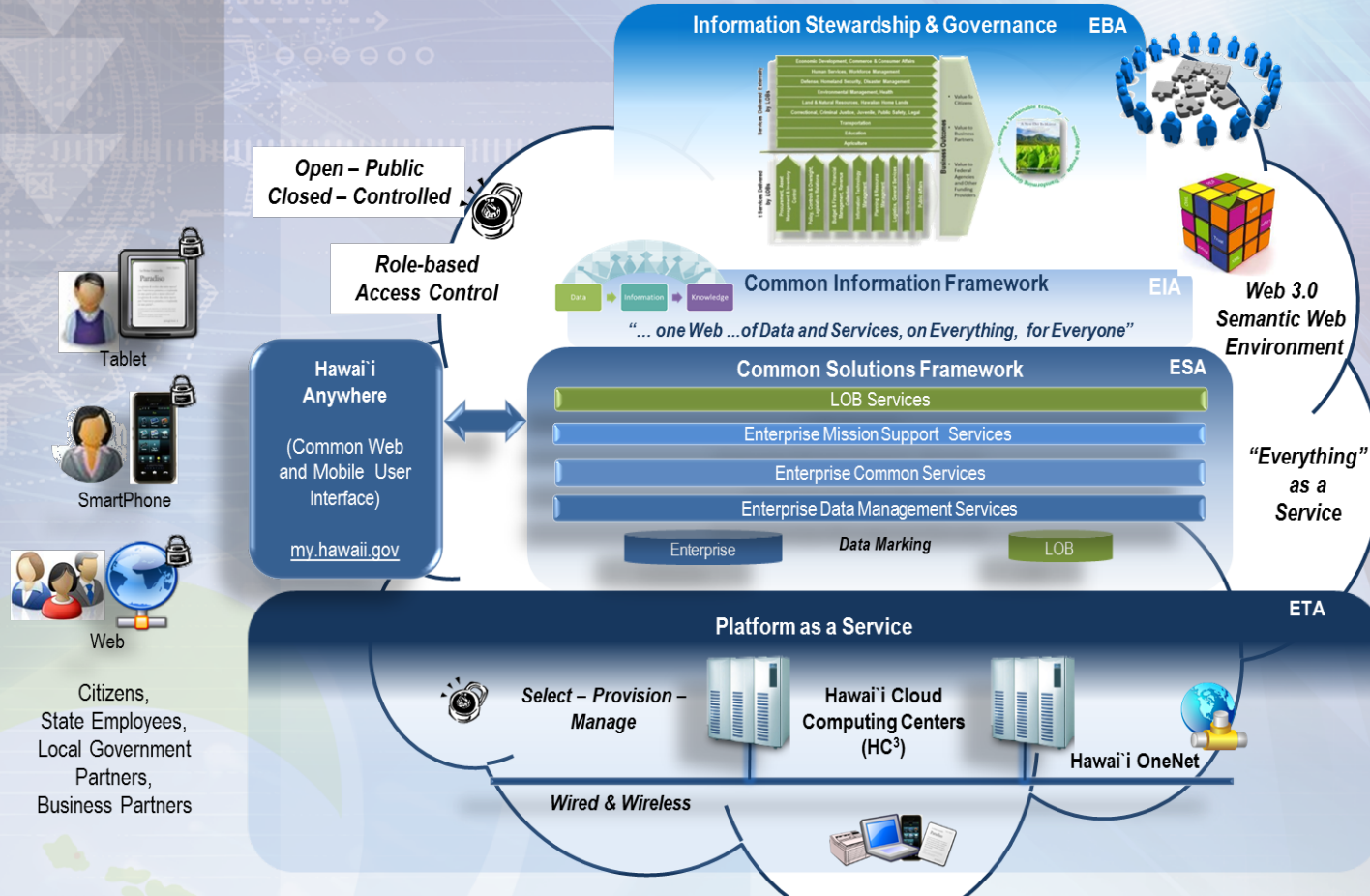
The Implementation Plan is Underway



We Are Here



Our Vision is Guiding the Implementation Plan Through 3 Strategies and 10 Programs



Information available for any mission on any device, anywhere , anytime securely and reliably



Top 10 Enterprise Programs

#	Strategy	Programs	Solutions
1	Re-engineer Business Processes	Tax Systems Modernization (TSM)	Streamline and modernize tax processing end-to-end across enterprise
		Health IT (HIT)	A more effective, efficient, and patient-focused healthcare system
		Enterprise Resource Planning (ERP)	Business efficiency, information analysis, and technology modernization for Seven (7) core functions
		Business Process Re-engineering (BPR)	Re-engineer business processes of legacy mission applications to be delivered through one portal – http://my.hawaii.gov
		Open Government	Rapid, agile development of mission-focused applications in a modular, open-source environment, mobile apps, and open government data (e.g., Data.Hawaii.gov)
2	Modernize Technology Infrastructure	Infrastructure	Consolidate Networking and Computing Infrastructure: One Net - Enterprise Services Network Serving entire State with guaranteed service levels; Adaptive Computing Environment (ACE) – Desktop to mobile, technology refresh cycle; Shared Service Centers provide services, storage, and computing via private; Mission Applications
		Enterprise Shared Services	E-mail and Directory, Content and Document Management, Geographic Information Systems, Collaboration, and other services provided centrally
		Security & Privacy	Identity, Credential, and Access Management, Single Sign-on, Role-based Permissions and Privacy protections
		Hawaii Broadband Initiative (HBI)	All Hawai'i residents with ultra-high-speed, affordable gigabit broadband services by 2018
3	Establish Enterprise Management, Oversight, and Transparency	Governance	Establish enterprise Policies and life-cycle management processes, Capital Planning and Investment Control (CPIC)/Portfolio Management (PfM), Enterprise Architecture (EA), and Performance Dashboards



Enterprise Top 10 Program Portfolio

Transform the Business



State of Hawai'i
Enterprise Resource Planning Program

ERP



Tax Modernization



Health IT



Open Government and
Mission Applications

Modernize the Technology Infrastructure



Consolidated
Infrastructure



Hawaii Broadband
Initiative



Enterprise Shared
Services



Security and
Privacy



Governance

<http://oimt.hawaii.gov/projects/>



Strategy #1

Business Transformation

DCIO/BTO Randy Baldemor



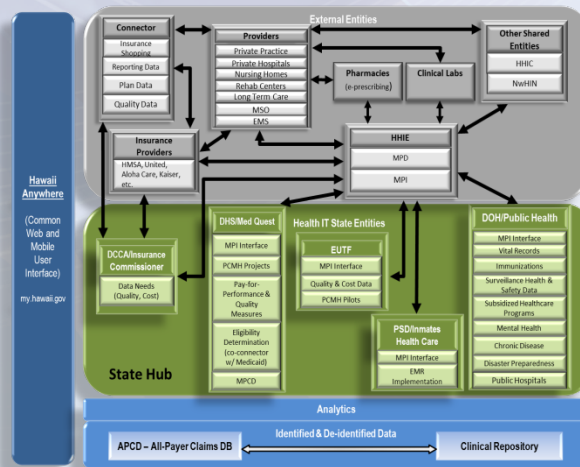
Business Transformation

ERP

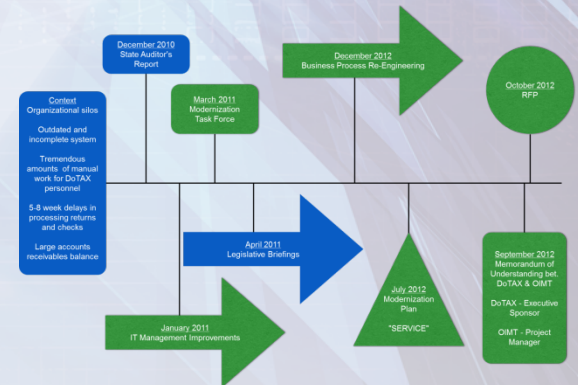


State of Hawai'i
Enterprise Resource Planning Program

Health IT (HIT)

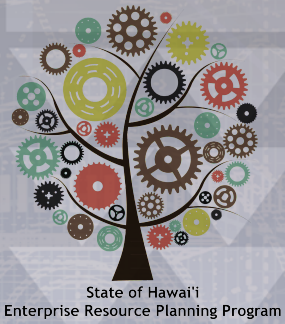


Tax Systems Modernization (TSM)



+ Business Process Reengineering





Enterprise Resource Planning (ERP)

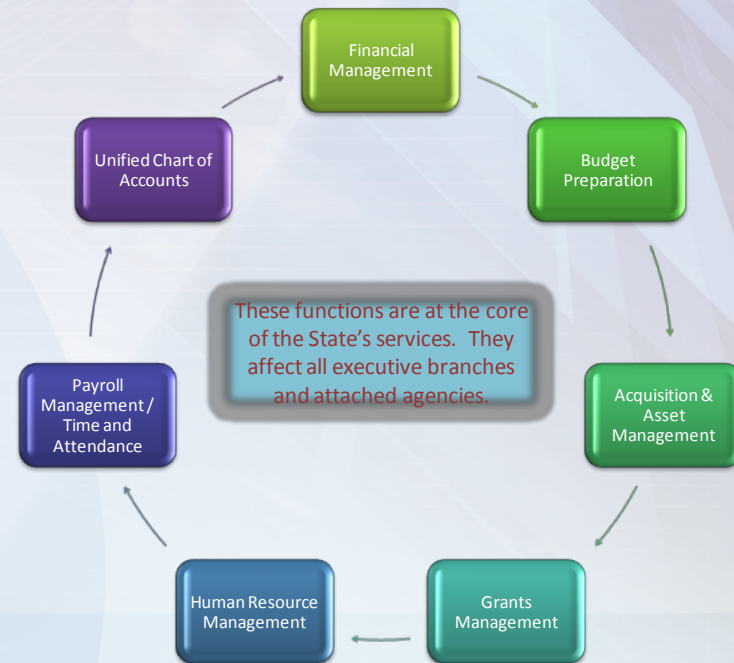
The State of Hawaii is planning to acquire an Enterprise Resource Planning (ERP) solution is “a single system used to integrate data of an organization, including planning, financials, manufacturing, human resources, payroll, and sales.”

An Enterprise Resource Planning (ERP) solution that provides:

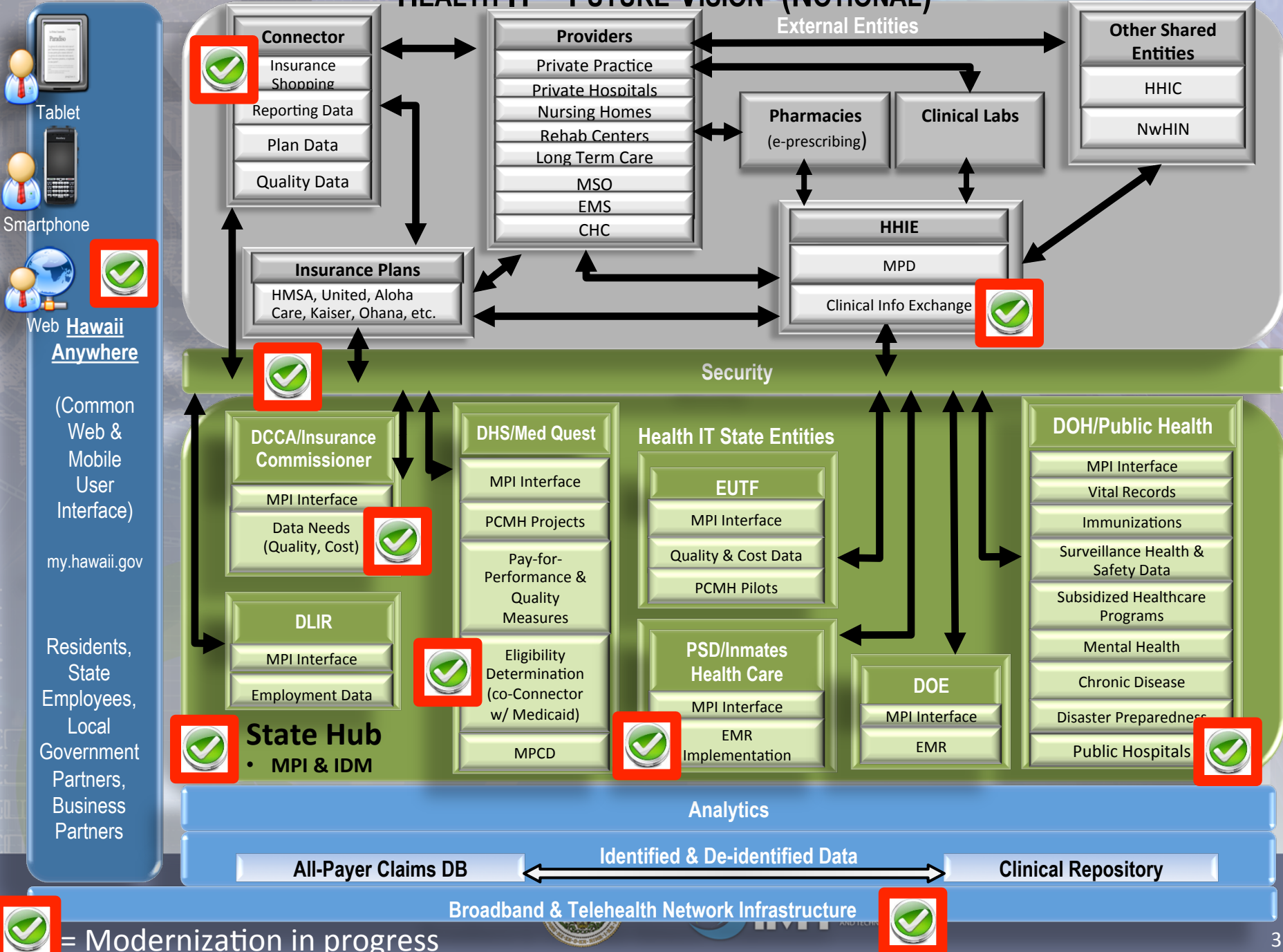
- An integrated software suite
- A foundational application architecture
- A consistent view of key enterprise financial and resource data
- Embedded ‘best practice’ business processes
- An upgrade path for future releases

~ RFP Release Planned for 9/2013

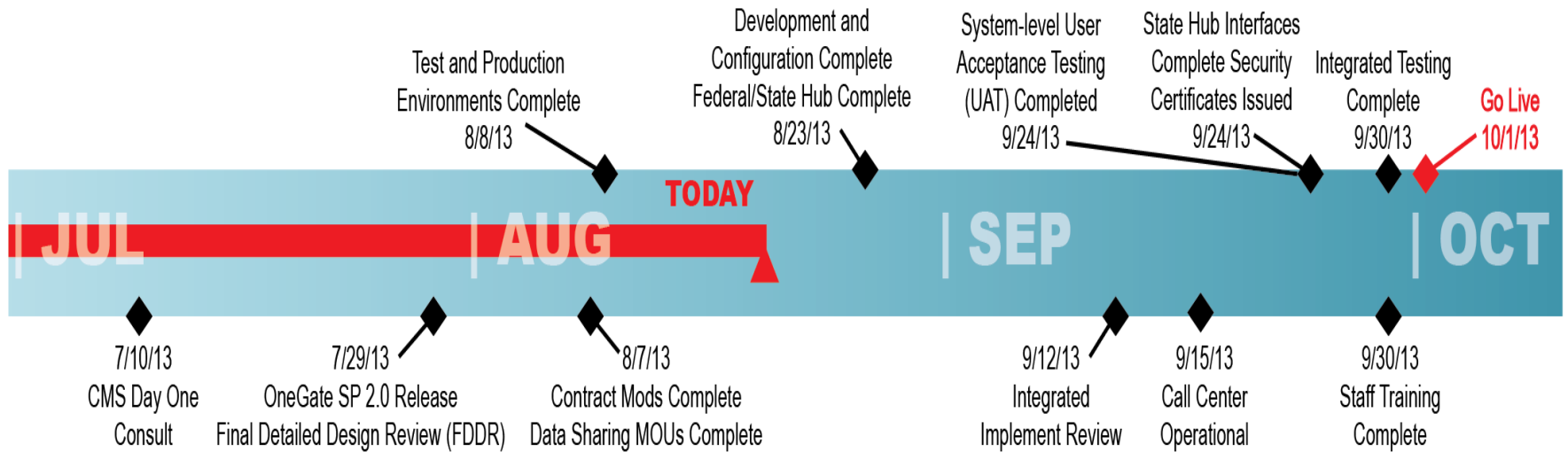
The State of Hawaii requires a solution that can meet its requirements in 7 areas:



HEALTH IT – FUTURE VISION (NOTIONAL)

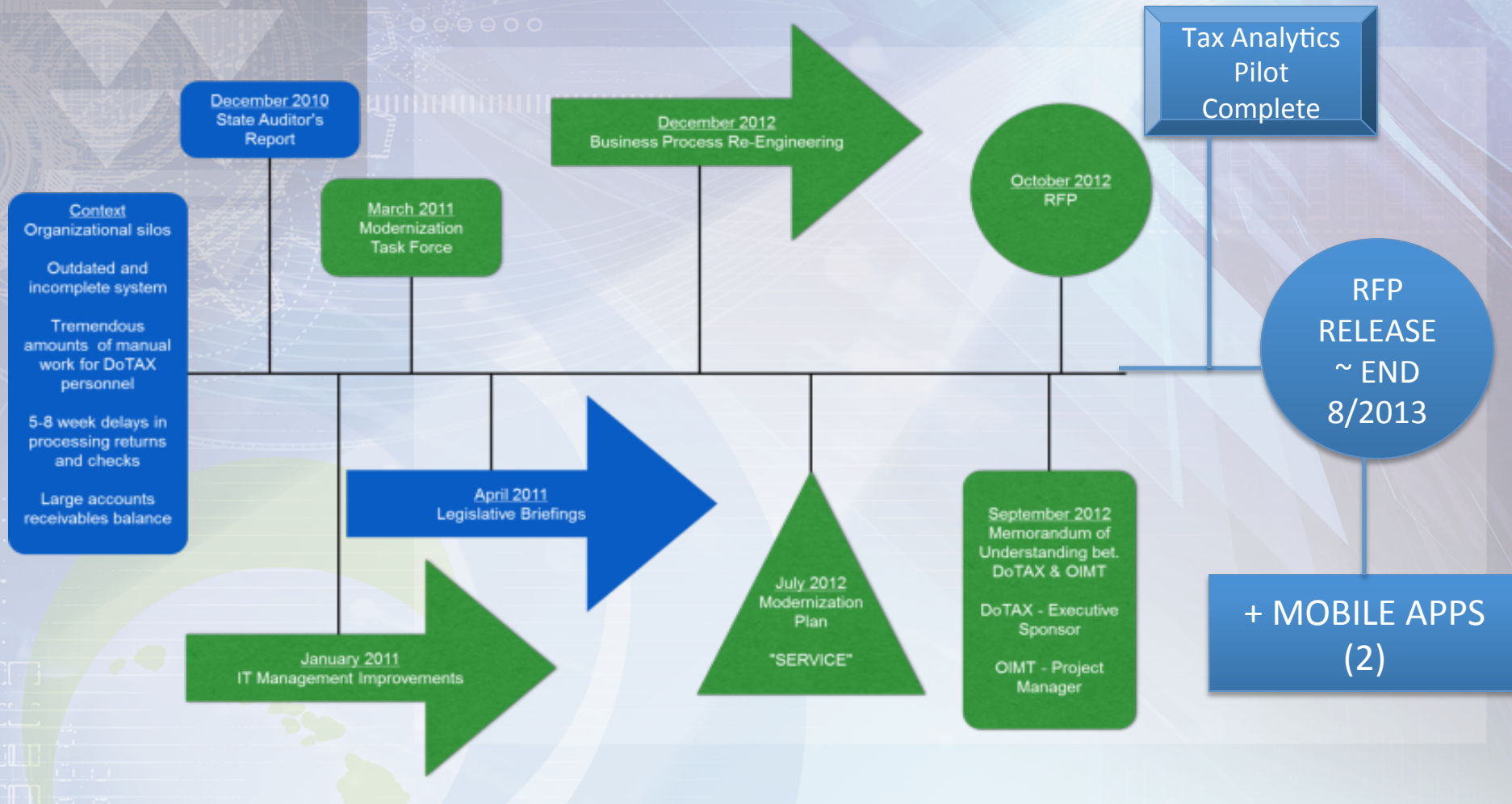


HAWAII HEALTH INSURANCE EXCHANGE (HHIX)

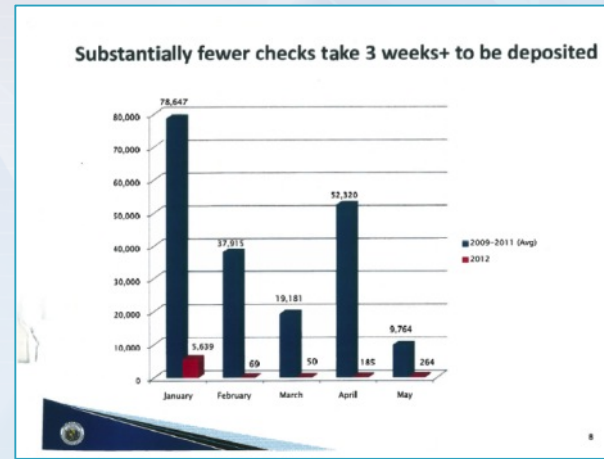
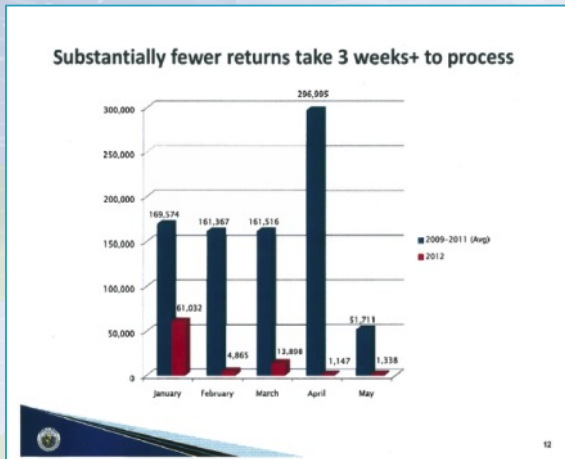
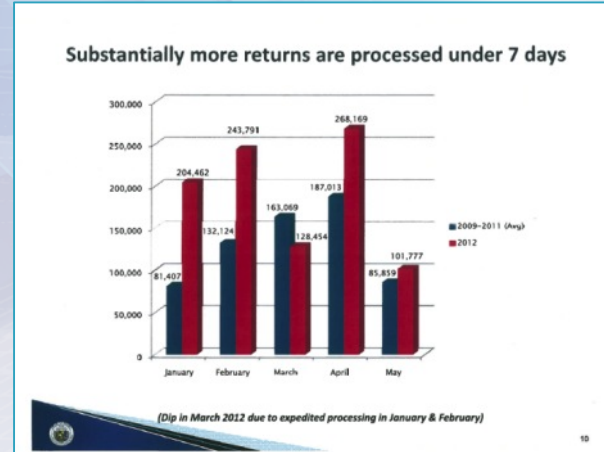
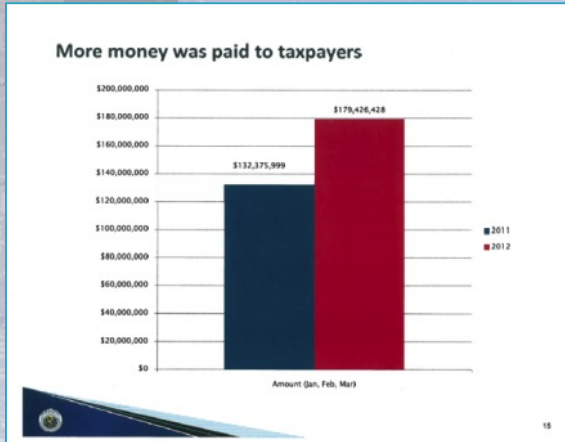


Success Factor	Status
Ability to accept the single, streamlined application or an approved alternative	On track
Ability to achieve successful technical and legal interface with the Federal Data Services Hub to conduct Verifications with federal agencies	State Hub – On Track FDSH – Potentially Delayed from CMS
Ability to assess / determine Insurance Affordability Program (IAP) eligibility based upon MAGI rules	On track
Ability to convert pre-ACA income standards to new MAGI income standards within state systems	Complete

Tax Systems Modernization (TSM)



Department of Taxation BPR Project



Incredible results done by DoTAX/DAGS/OIMT Team over 4 months

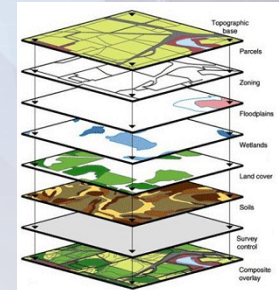
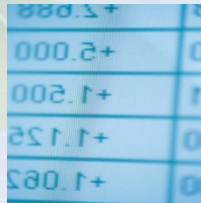
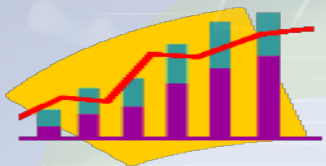


data.hawaii.gov HOME VIDEOS FAQ HELP

Data for Hawaii

Leading public sector innovators are leveraging cloud, platform and social technologies to deliver better citizen access to information, modernize online service delivery and improve internal efficiencies. We call the transformation of your data assets into productive information resources that people can easily access, share and reuse. Open Data. By sharing our data via data.hawaii.gov in an open and transparent means, we empower our citizens, ourselves and our customers to access information anywhere, anytime. Data.hawaii.gov provides a platform to promote our data to a common statewide location that is accessible to everyone.

- EMPLOYMENT**
Employment
To assure all workers full and equal opportunity to work, decent working conditions, fair treatment on the job, equitable compensation, and assistance in work-related difficulties.
[Learn More >>](#)
- HEALTH**
Health
To monitor, protect, and enhance the health of all people in Hawaii by providing leadership in assessment, policy development, and assistance to promote health and well-being; to preserve a clean, healthy and natural environment, and to assure basic health care for all.
[Learn More >>](#)
- PUBLIC SAFETY**
Public Safety
To protect the individual and property from injury and loss caused by criminal actions, accidents, physical hazards, and natural and man-made disasters.
[Learn More >>](#)
- SOCIAL SERVICES**
Social Services
To enable individuals and families in need to attain a minimally adequate standard of living and to achieve the social and psychological adjustments necessary to successfully live in modern society.
[Learn More >>](#)
- TRANSPORTATION FACILITIES**
Transportation Facilities
To facilitate the rapid, safe and economical movement of people and goods into, within and out of state by providing and operating transportation facilities and supporting services.
[Learn More >>](#)



Visualize

Socialize

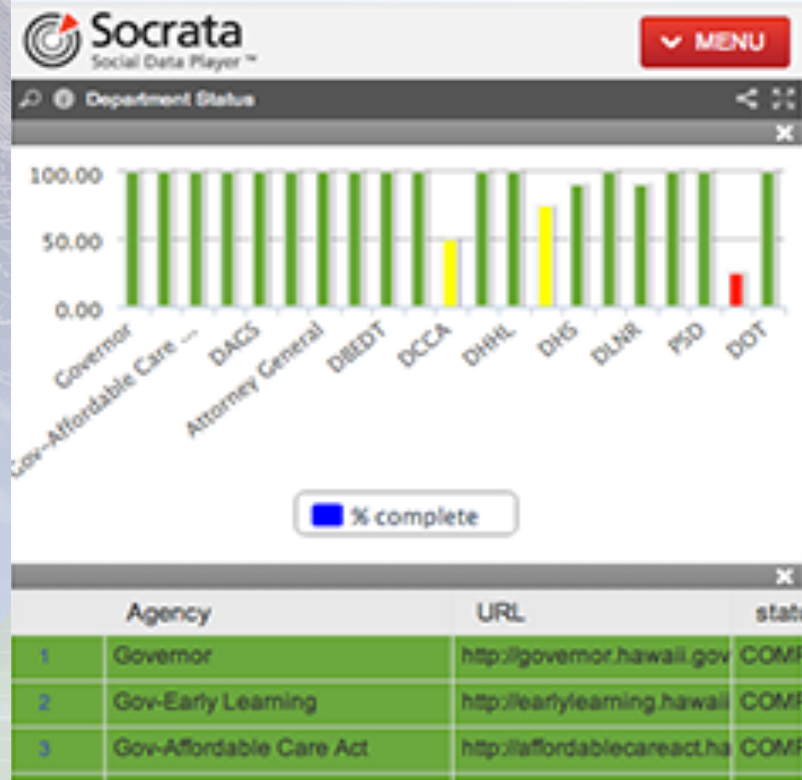
Mobilize

Analyze

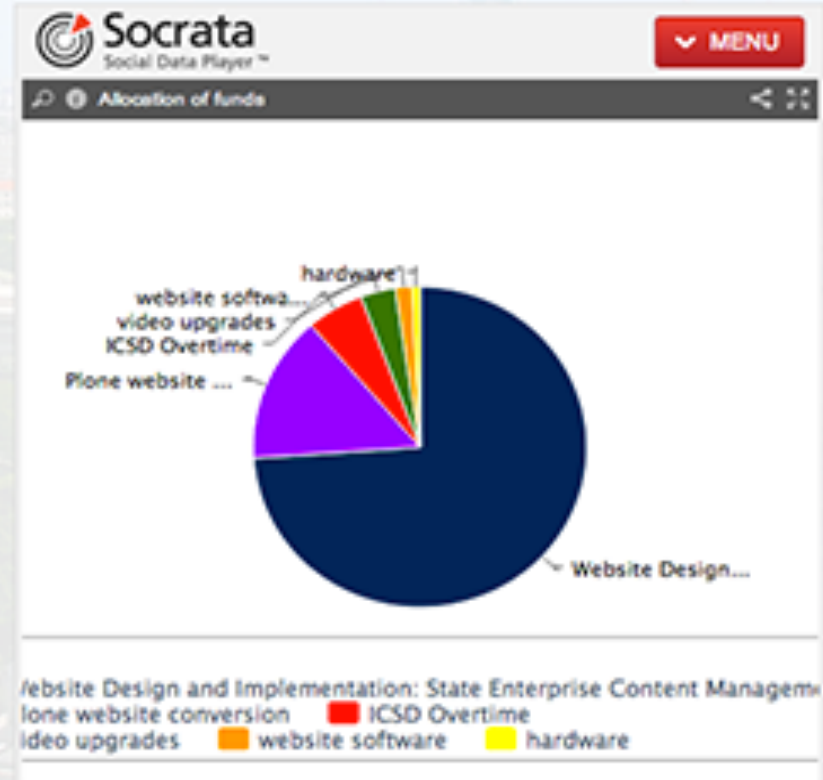


Websites Modernization

Status of Department Websites



FY 13 Allocation of Funds



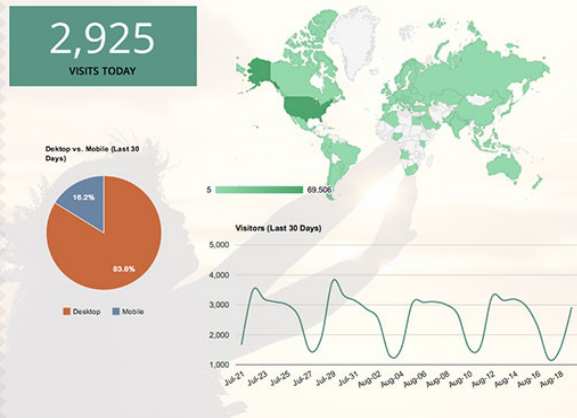
Powered by Socrata

Powered by Socrata



Website Modernization

Home > Trending



TRENDING

Home > Mobile Apps

48 Mobile Applications

Name	iOS	Android	Web
Business Registration Search for and purchase business documents and renew annual filings with the DCCA.			
Condominium Association Registrations Submit condominium association biennial registration(s) online.			
EV Stations App Locations and maps of all Hawaii EV charging stations.			
Hawaii.gov Why wait online? Get it done online. eHawaii.gov is your connection to Hawaii State government, business, visitor and kama'aina information and services.			
Reef Defender You can learn about the connection of land and sea by playing the game Reef Defender. The good guy in Reef Defender is the shark.			
eTraffic Traffic citation payments.			

[Back To Top](#)

MOBILE APPS (48)

Home > Online Services

97 Online Services

Alphabetical | By Agency | By Category | Trending

Online Services in Alphabetical Order

Filter: Online Services

[Submit a New Service Idea](#)

A [Abandoned Vehicle Report, Honolulu](#)
Report an abandoned or derelict vehicle on O'ahu.

[Annual Business Filings](#)
File your annual business report with the Department of Commerce and Consumer Affairs.

[Auction, Department of Transportation Surplus](#)

11:04 AM Hawaii Time

ON-LINE SERVICES (97)



Transformation Internship Program (TIP)



<http://tip.hawaii.gov>



Strategy #2

Modernize the Technology Infrastructure

DCIO/CTO Keone Kali



Technology Transformation

Hawaii Broadband Initiative (HBI)



Consolidated Infrastructure



Enterprise Shared Services



Security and Privacy



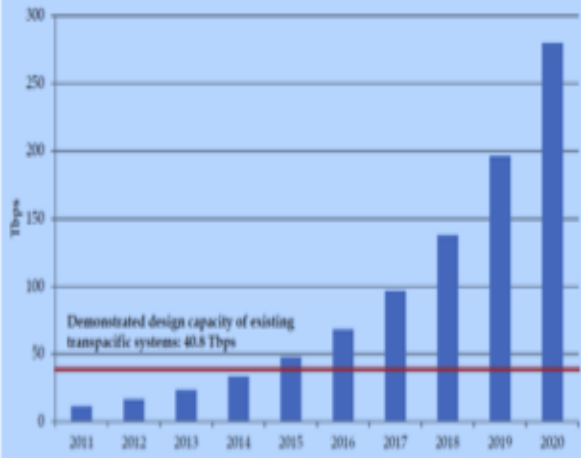
Hawaii Broadband Initiative

1. Transpacific Fiber Optic Cable Landing Site project funded by Legislature in the amount of \$20M for FY14-15.
2. Working with Providers to establish more fiber infrastructure and faster speeds at affordable prices.
3. Working with various consortia to land new Transpacific Fiber Optic Cables in Hawaii.
4. Studying the availability of service for wireline and wireless broadband services statewide.
5. Planning for future fixed terrestrial fiber transport.
6. Planning for future increased bandwidth using microwave interisland backhaul.
7. Planning for interisland submarine fiber diversity and increased wavelength capacity.
8. Upgrading the State's network to 10Gbps WAN backbone Statewide, increasing backbone speeds to up to 100Gbps by the end of 2015.
9. UH BTOP grant will complete this year providing 1Gbps to all Public Schools and Libraries in the State.
10. Hawaii State Public Library System (HSPLS) is launching a laptop checkout program to provide residents access to a computer and the Internet.
11. DCCA Negotiating more available infrastructure on neighbor islands through Cable Franchise Agreements.



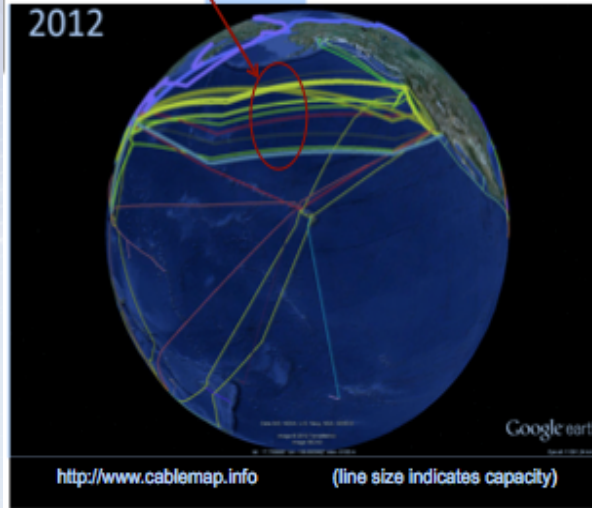
The Importance of Broadband to Hawaii

Forecasted Lit Capacity Requirement vs. Current Demonstrated Design Capacity of Transpacific Systems

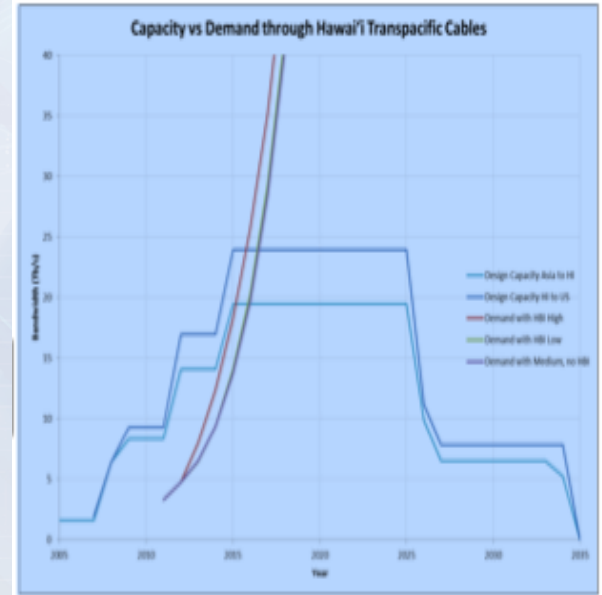


Transpacific bandwidth need (page 39)
Compound Annual Growth Rate (CAGR) ~ 35%/year

"Fat Pipes"
Transpacific Express 5 Tb/s,
TGN-Pacific 6 + 7 Tb/s,
Unity 8 Tb/s, etc.



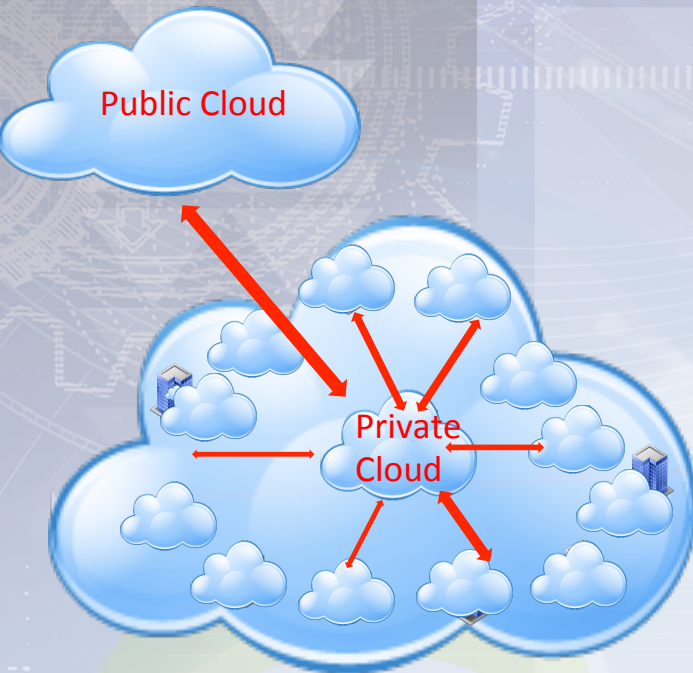
Capacity vs Demand through Hawai'i Transpacific Cables



Source: HBI – Trans-Pacific Landing Site Briefing to Legislature FY 2013 – Mike Vitale and Joel Ogren/Johns Hopkins University Advanced Physics Laboratory (JHUAPL)



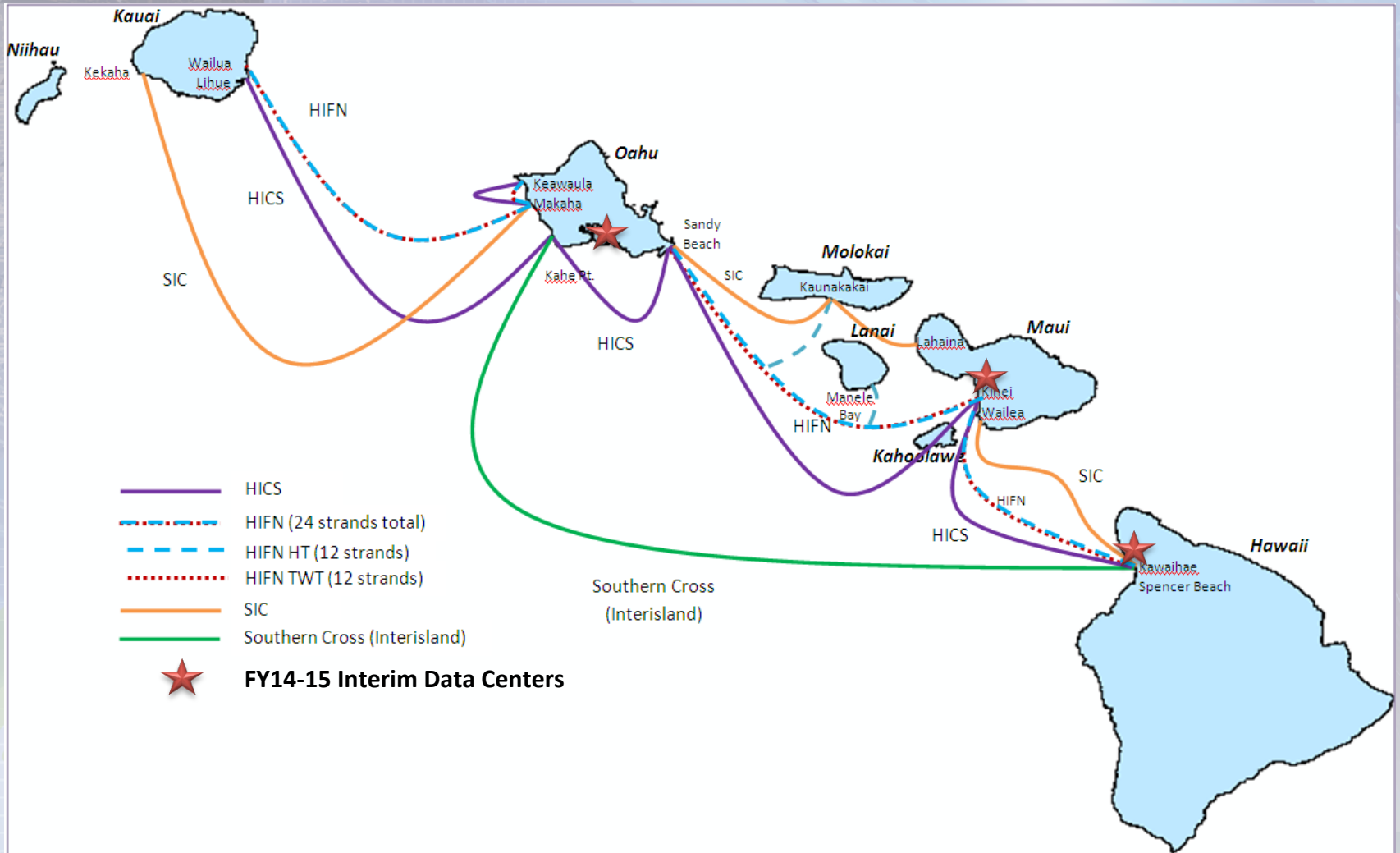
Infrastructure Projects



- Data Center Public Private Partnership Study
 - Actively looking for interim Data Center
 - Data Center RFI
- Adaptive Computing Environment
 - Building out server racks in various departments for virtualized cloud
- Network Accomplishments:
 - Network and Security Study
 - OneNet MPLS Network
 - 10Gpbs in Civic Center
 - NGN Redundancy
 - Radio/Microwave Upgrades
 - 2 Additional ISPs



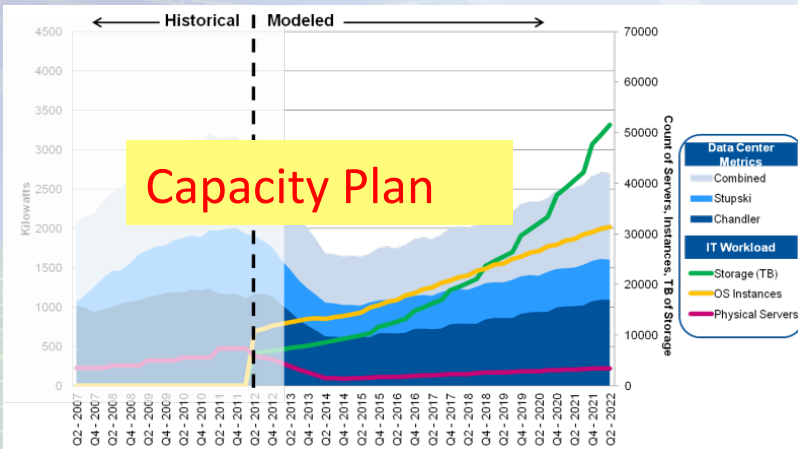
Infrastructure



Data Center Study



	Stupski (PDC1)	Chandler (PDC3)	Richfield, OH	Chicago, IL (optionsXpress): Monroe Carmak	Dallas, TX (optionsXpress):
Facility Tier	III	III	II	II	II
Available kW	3200kW	1700kW	135kW	320kW	50kW
Percent kW Utilized	60%	71%	78%	38%	18%*
Usable ft ²	54,943	25,005	6,500	5,000	800
Percent ft ² Utilized	43%	54%	70%	60%*	48%
OS Instances	3,690 Physical 3,763 Virtual	2,096 Physical 1,387 Virtual	340 Physical 700 Virtual	347 Physical 532 Virtual	64 Physical 167 Virtual
Storage (TB)	3,943	2,375	420	202	21
Tape Storage (TB)	5,474	6,537	96	11	NA

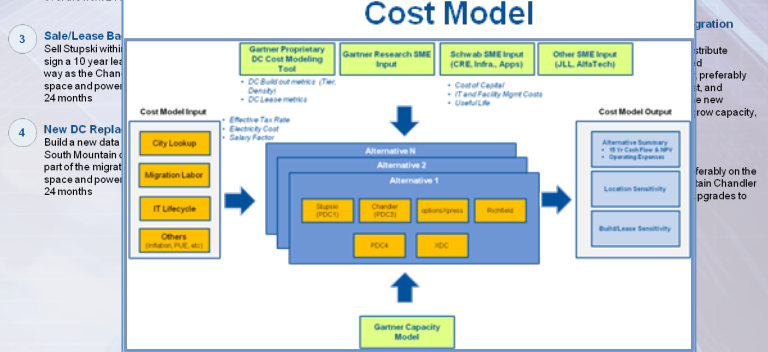


Stay in XXX | Aggressively Establish DC Geo Diversity Within 5 Years | Conservatively Establish DC Geo Diversity Within 7-10 Years

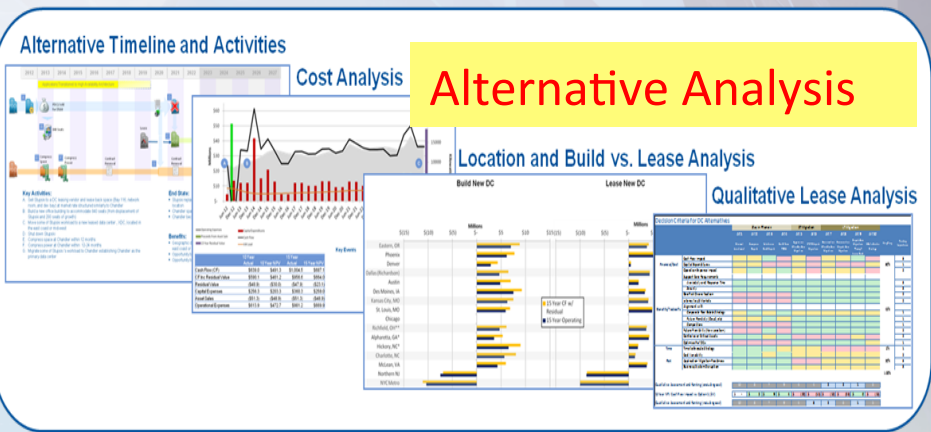
- Minimal Investment: Make required lifecycle improvements to Stupski and release space and Chandler over the next 24 months
- Aggressive Chandler Geo Migration: Lease a new geographically diverse data center
- Conservative Chandler Geo Migration: Lease a new geographically diverse data center

Alternative Scenarios

- Compress Stupski: Consolidate IT footprint to a single data center within Stupski and make required lifecycle upgrades over a 24-36 month timeframe
- Aggressive DC Geo Diversity (2-3-2): Add a third leased data center to consolidate Stupski workload between the new data center and Chandler. Establish Chandler as a new row capacity.
- Conservative DC Geo Diversity (2-3-2): Add a third leased data center to consolidate Stupski workload between the new data center and Chandler. Establish Chandler as a new row capacity.



- Sale/Lease Back: Sell Stupski within a 10 year lead way as the Chandler space and power over 24 months
- New DC Replic: Build a new data center in South Mountain part of the migration space and power over 24 months

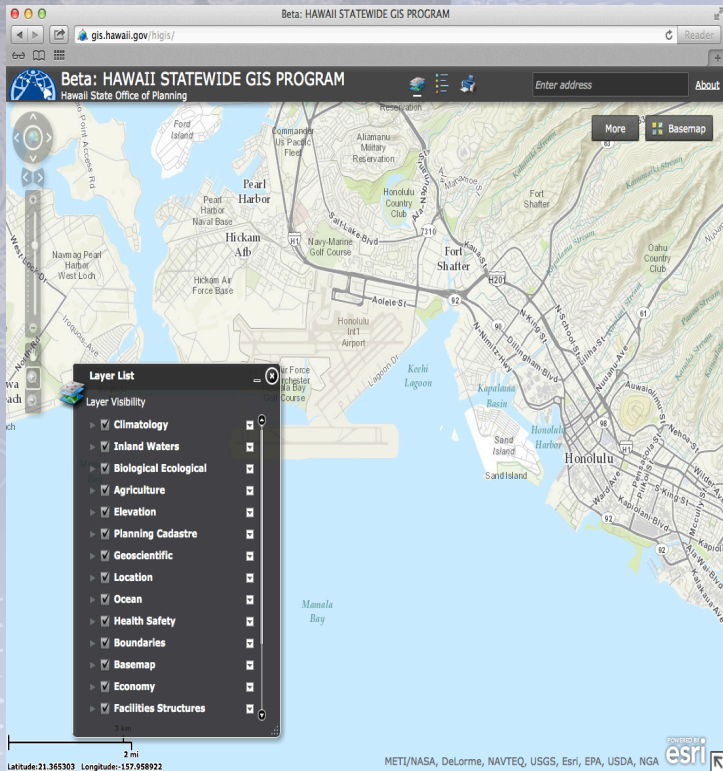


Enterprise Shared Services

1. Implementing Government Private Cloud (virtualized) with failover capability.
2. Currently negotiating Enterprise License Agreements with multiple software vendors which will result in a savings of 40%-60% on software licensing Statewide.
3. All government email accounts will be hosted in the cloud with 50x storage and HIPAA Compliance.
4. Implementing full Geospatial Information Services (GIS) and Geoplatform setup.
5. Completion of MyHawaii.gov portal for citizen interaction with government.
6. Enhancing websites for all Departments and Attached Agencies.



Geographic information Systems (GIS)



- GIS in the ESRI Cloud
- GIS as a Service – <http://gis.hawaii.gov>
- Service Oriented Architecture (REST)
- Dynamic and Static Data
- Mobile App Development



Security Case Studies

State	Breach	Estimated Costs
California	Most Recent (Dec 2012) of four in last six months: Department of HealthCare Services; 14,000 Social Security Numbers posted to a website	<ul style="list-style-type: none"> • \$41,484 in 1st week • Estimated \$5M+ in Agency remediation
South Carolina	Three major breaches in last four months across State. (Nov 2012) Department of Revenue: \$3.8m SSN; 650k business tax filings; 400k credit/debit card numbers hacked	<ul style="list-style-type: none"> • \$340M (breach and remediation)
Texas	(April 2011) Texas Comptroller: 3.5 million records (name, address, SSN, DOB); Compiled report from other agencies posted on publicly accessible site	<ul style="list-style-type: none"> • \$1.8M initially • Estimated \$5M+ in Agency remediation
Utah	(April 2012) Department of Health: 780k Medicaid patients personally identifiable information stolen/hacked. (Jan 2013) Third party contractor lost thumb drive containing information for 6k Medicaid recipients	<ul style="list-style-type: none"> • \$9.48M (initial breach only) • No cost estimates on most recent



A recent study estimates that the average cost of breaches involving less than 100,000 records is \$194 per capita, including costs of detecting and reporting the breach, notifying and assisting consumers, and opportunity costs such as turnover of existing customers. This equates to approximately \$20 million per incident. (Source: Law360)



Security and Privacy

1. Currently drafting Security Policies and configuring enterprise security architecture.
2. Implementing Unified Directory Services and enterprise identity, credential and access management on the network.
3. Upgrading core and WAN firewalls for centralized management of all security interfaces.
4. Currently implementing Network and Security Operations Center (NSOC) with continuous monitoring and proactive threat management.
5. Will be providing Disaster Recovery Management (backups) for all servers/data on the core network (WAN).
6. Establishing network connections to other data centers for data replication, de-duplication, and Disaster Recovery Management.
7. Drafting Public safety broadband plan for FirstNet.



Strategy #3

Establish the Management, Oversight, and Transparency of Enterprise IT

CEA/CGO James Lum



Governance

EA, ITIM, Portfolio



Dashboards



Integrated Lifecycle Process



Governance

- Published Business and IT/IRM Transformation Plan
- Enterprise Architecture
 - Enterprise Business Architecture
 - Enterprise Information Architecture
 - Enterprise Solutions Architecture
 - Enterprise Technical Architecture
 - Transition & Sequencing Plan
- Validating and finalizing information on Portfolio, Policies and Standards, and Processes



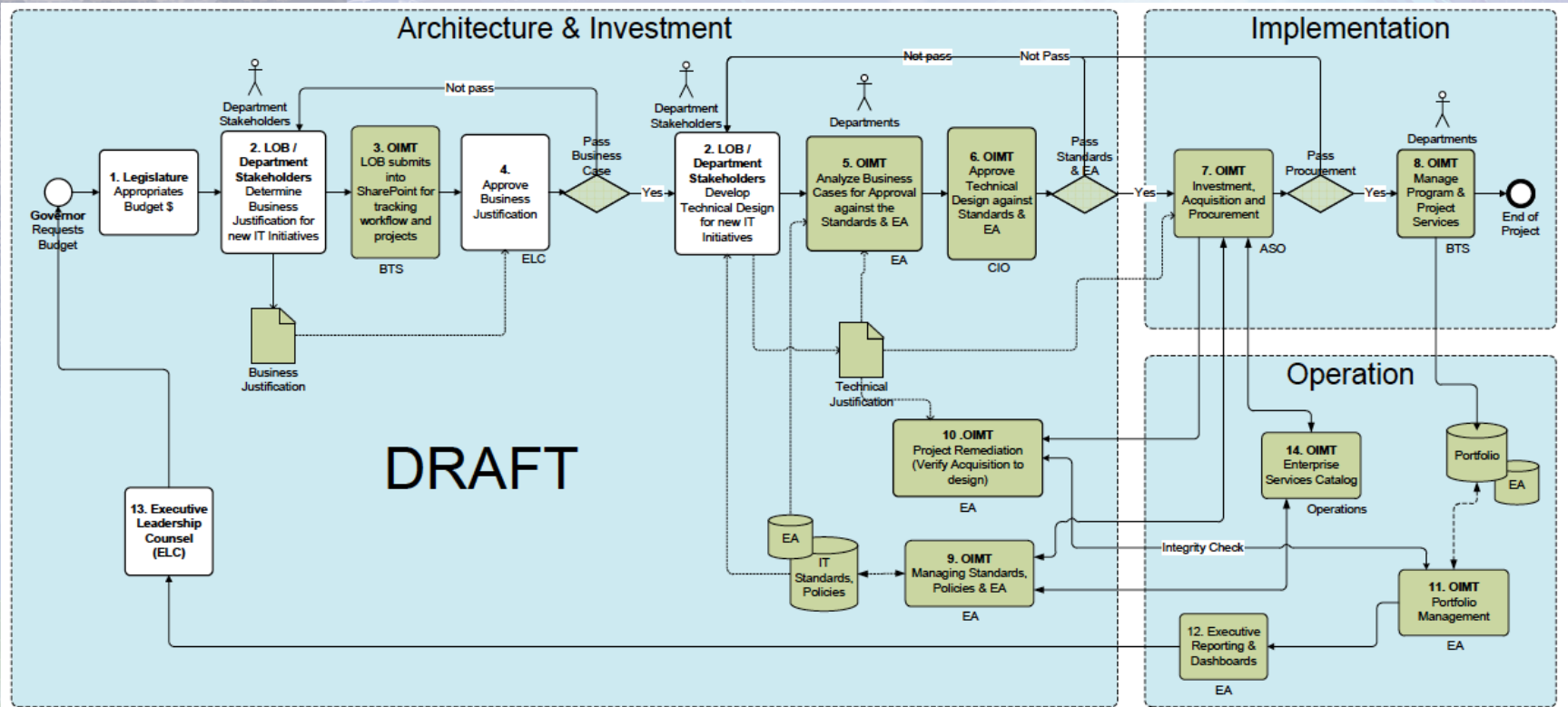
Governance

- Enterprise Portfolio Management
- Integrated Lifecycle Methodology
 - Architect/Invest
 - Implement
 - Operate & Maintain
- We will acquiring a solution that will capture the State's portfolio that will include:
 - Lines of business
 - Business processes
 - Resources
 - Policies
 - Hardware, software
 - Solutions
 - Costs



Governance

Integrated Lifecycle Workflow



FY13 Procurements & Acquisitions

Appropriation:

CIP Funds

\$15.0 million	ERP
<u>(\$8.8 million)</u>	<u>Executed</u>
\$6.2 million	Committed

General

\$5.0 million	BPR
\$1.825 million	Initiatives & Pilots
<u>\$3.4 million</u>	<u>Triage</u>
\$10.2 million	Total

Governance, Consolidated Infrastructure, Enterprise Shared Services, Open Government/Mission Apps, Security...Monthly Procurement Reports to Legislature



Legislative Update*

- **FY14-15 Budget**

- FY14: \$19.5M General Funds + \$30M CIP Funds
- FY15: \$15M General Funds + \$30M CIP Funds
- Creation of \$25 million U Fund
- 32 New Staff Positions (Total = 39)

- **General Fund and CIP Allocation Highlights (FY 14)**

- Business
 - \$3.9 M BPR; \$ 24 M ERP (CIP)
- Technology
 - \$6 M Security; \$2.7M Enterprise Infrastructure; \$2.2M Enterprise Shared Services; \$ 6 M Data Center (CIP)
- Governance
 - \$2M Enterprise Architecture; \$125,000 Governance

***(Public Information)**



Legislative Update

- **SB1000 – ACT 021** - CIO or Designee as Chair of Access Hawaii Committee
- **SB1001 – ACT 022** - CIO replaces Comptroller as member of the E-911 Board
- **SB722 SD2 HD1 CD1 – ACT 110** - CIO to work with DAGS to coordinate inventory of public buildings, facilities, and sites on public trust lands. Requires state agencies to provide inventory information by December 1, 2013. \$250,000 appropriation.
- **HB632 HD2 SD2 CD1- Act 263** - Open Data Bill
- **HB635 HD2 S1 CD1 - Act 264** Expedited permitting process for broadband providers.
- **SB1003 SD2 HD1 CD1 – Act 265**- CIO as authority over cyber security.
- **HR170** - Task force to study and make recommendations regarding the creation of a crowdfunding program.
- **HCR47** - Extends the Prompt Payment Taskforce through December 2013.



2013 Digital Hawaii Government Summit

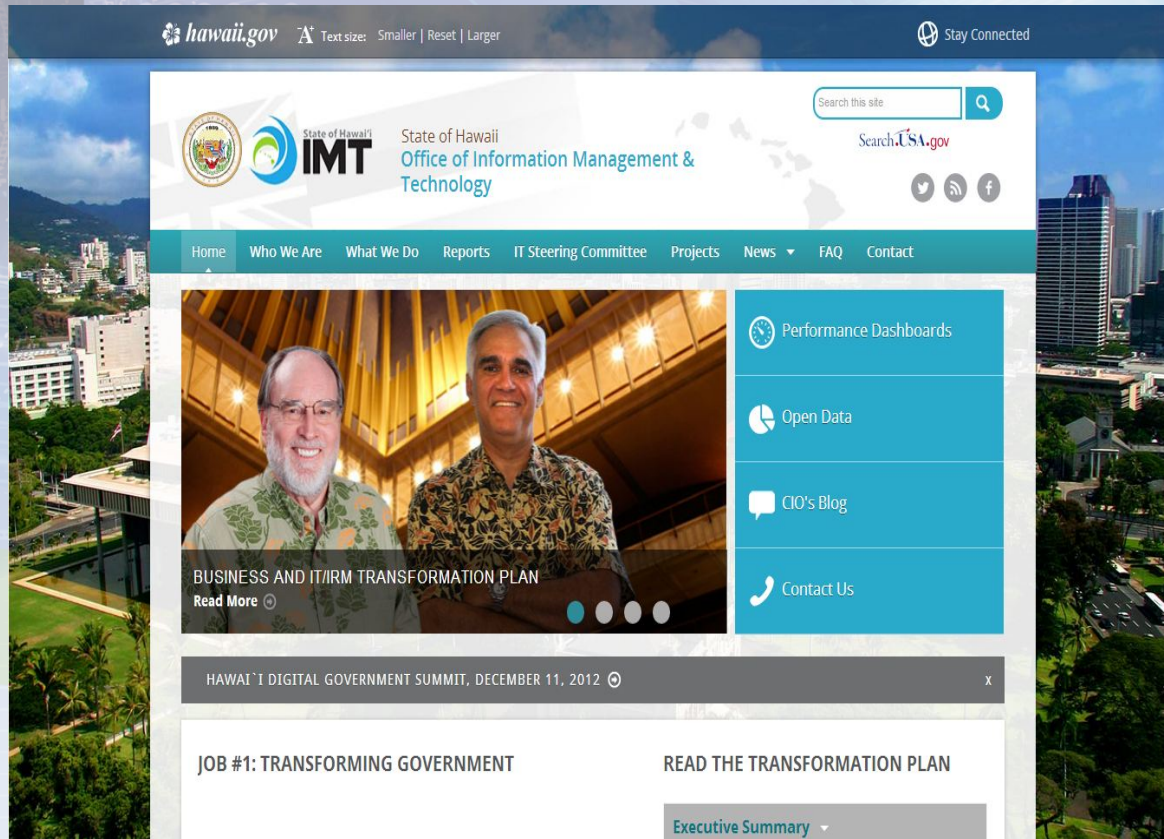
- *Tentatively scheduled* for Thursday, Nov. 21, 2013 at the Hilton Hawaiian Village
- Organized by Center for Digital Government
- Feedback and suggestions for Topics etc. welcome – email oimt@hawaii.gov

How Can You Help?

- Provide feedback
- Support legislative efforts
- Share best practices

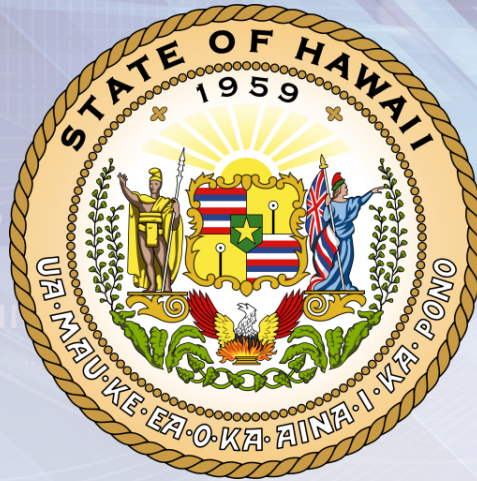


Hawaii's Transformation Journey is Well on its Way! Please Join Us and Help the Great State of Hawaii...



<http://oimt.hawaii.gov>





State of Hawai'i
IMT

Mahalo Nui Loa!

