10.3.1 DEPARTMENT: ACCOUNTING AND GENERAL SERVICES

Information about the Department:

- **IT Manager Name: Glenn Segawa**

- **Things to know about the department:**
  DAGS has diverse agencies doing tasks from running an art museum to running parking lots.

- **Department website:** www.hawaii.gov/dags

Current Business/IT Environment:

- **Business/IT Mission and Vision:** The DAGS Systems and Procedures Office coordinates and advises the Comptroller on all functions pertaining to computer applications, departmental website and network.

- **Description of Business/IT Environment:** It is a heterogeneous environment with multiple computer application systems.

- **IT Systems and Applications:** See attachment.

Key Applications:

- Departmental Financial Management System
- Project Tracking System
- Statewide Bond Fund System
- Work Order System
- Motor Pool System
- Parking Control System

Challenges, Opportunities and the Road Ahead:

- Challenges and opportunities the department is facing in implementing business/IT projects:
  With the current staffing level, it becomes difficult to undertake new projects. Most of the human resources are being utilized to maintain daily operations of the department.

- Next steps the department is taking on these projects? Currently, no new projects in the pipeline.

- **Current initiatives/opportunities:** The department is funneling small new developments through the OIMT intern program.

Key IT Initiatives/Opportunities Summary:

- Staffing is at the minimum level to maintain operations.
- Need to overhaul the procurement system to eliminate the need for a six-part carbon PO form and the use of dot-matrix printers.
- Need to overhaul the payroll system; migrate from the mainframe system.
- Need to overhaul the finance system; migrate from the mainframe system.
- Need to overhaul the Inventory Management System; migrate from the mainframe system.

Your Key Business/IT Portfolio

IT Quick Wins

- Interns developed for the Public Works Division a prototype Automated File Plan System.

- Key business/IT accomplishments FY2012-2013: The office completed over 300 requests from the various DAGS agencies.

- How do business/IT projects align with the Governor's New Day Plan? By improving work processes through automation.

- How do the department's current projects help achieve the business and technology transformation for the State of Hawai'i? By reducing the use of paper output and converting to electronic media.

- How do projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance)? We are constantly working on our processes to align with the State's and OIMT's strategies.

10.3.1.1 DEPARTMENT: ACCOUNTING AND GENERAL SERVICES, INFORMATION AND COMMUNICATIONS SERVICES DIVISION

Information about the Department

- **Acting Administrator's Name: Sharon Wong**

- **Things to know about the department:** DAGS is headed by the State Comptroller, who is responsible for managing and supervising a wide range of State programs and activities, including 8 Divisions, 3 Staff Officers, 3 District Officers, and 11 Attached Agencies, Boards & Commissions. As of February 20, 2013, the Information and Communication Services Division was placed under the authority of the Chief Information Officer.

- **Department website url:** http://ags.hawaii.gov/icsd, http://ags.hawaii.gov/icsd/cyber-security/

Current Business/IT environment

Business/IT Mission and Vision

ICSD Vision: The reliability and efficiency we offer, combined with our customer focused and technically competent staff make us the technology services provider of choice for State of Hawaii Departments and Agencies.

ICSD Mission: To provide information technology support services and leadership for State programs. Its mission assures that the objectives of State programs; services to the public, and access to information are achieved through the effective implementation of information processing and communication technologies.

Services Provided

The Program provides: (1) statewide information systems and operations support for computer and telecommunications facilities; (2) computer systems services; (3) application systems development and ongoing support; (4) technical end user support; (5) network design, engineering, and facilities for data, voice, and video; and (6) radio transmission services to all of State government. In addition, the Program provides statewide administrative support and leadership in planning, standards, and overall strategy/direction for

information and communication technology and cyber security. The operational support and services provided by the Program are an integral part of the day-to-day operations of the various State agencies, and are especially critical to the agencies that deal with the health and safety of the public on a timely basis. The services of the Program are critical to assure that Hawaii will continue to progress in its use of information technology to solve problems, improve the delivery of public service and public access to information, and operate its programs efficiently.

Organizational Structure

The ICSD is composed of six branches, two staff offices, and clerical support staff.

Six branches:

- **Systems Services Branch** — Provides systems software support and control programming; database management and operational support; installation and maintenance services for distributed systems; development, implementation, and maintenance of specialized systems software used in support of applications and control systems; analyses to improve the efficiency and capacity of computer systems; security of information; centralized file transfer services; production data back-up facility; and guidance in the effective and efficient use of systems software.
- **Telecommunications Services Branch** — Plans, designs, engineers, upgrades, and manages the State's telecommunication infrastructure that delivers voice, data, video, and radio communications services to State agencies. Implements, manages, and supports public and private information systems.
- **Production Services Branch** — Operates and monitors a centralized computing facility and a distributed data communications network that provides comprehensive and efficient computing services to all State agencies. Manages and implements production activities associated with

electronic information processing. Plans, designs, implements, installs, and manages a physical security program to protect equipment, hardware, and software media.

- **Technology Support Services Branch** — Provides planning, design, management, maintenance, coordination, and technical consulting and support for the State's emerging technologies programs. Provides technical consulting and expertise in computer hardware and software for the establishment and proper operation of local area networks, office automation, Internet, and Intranets. Provides support services to clients in the selection and utilization of public and government access systems and services to obtain information.
- **2 Client Services Branches** — Two branches provide application systems development and maintenance services for both statewide applications and department/agency specific applications. Provides systems analysis, systems design, and computer programming, application systems installation and client training, as well as post-installation support; provides assistance to clients in developing analytic and technical capabilities to enable them to plan and maintain their own systems and applications.

Two staff offices:

- **Planning and Project Management Office** — Provides planning, advice, assistance, and guidance in the proper and efficient use of information processing and telecommunications procedures, techniques, and systems development methodologies. Provides statewide information processing and telecommunications procedures, standards, and guidelines to ensure effective and compatible utilization of all computer resources in State government. In addition, this office administers the State-wide cyber security program, and provides cyber security direction to ICSD and State agencies to protect the State's computer systems and information against cyber threats, vulnerabilities, and cybercrime.
- **Management Services Office** — This office provides direct support in management analysis, budget, expenditures, and policy planning and provides

program support for legislative matters. It is also responsible for providing daily operations and support for the fiscal functions of ICSD.

Description of Business/IT Environment

Over 1,000 devices are housed in the State's Data Center which includes mainframes, servers, routers, switches, PC's, printers, and controllers. The ICSD operates two IBM mainframes that are supported by 1,500 shared disk drives, 56 tape cartridge drives, 2 laser printers, and a variety of peripheral input and output devices. A Virtual Tape System (VTS) in conjunction with a Tape Library Management System (TLMS) automates the management of magnetic tape and cartridge media resources.

Although most output equipment is located at the State's Data Center, remote printing may be performed at certain user departments. The systems also currently support a number of online terminals and printers within DAGS and selected user departments.

General system development and program change request policies and procedures have been documented by ICSD in the Information Technology Standards manual ("IT Standards"). Detailed procedures for these areas are further supplemented in the Standard SDM manual.

Protection of the State's Information Assets

The IT Standards specify that the State agencies shall be designated as owners of information stored in micro, mini, and mainframe computers. The owners are responsible for data integrity and accuracy over the systems under their control. The IT Standards also specify that custodians and users are responsible for implementing adequate logical security safeguards for the entrusted data.

The areas of responsibility and accountability for ensuring the security of the State's information assets residing on mainframe, micro, mini, and mainframe computers are grouped into the following categories:

- Owner
- Computer Security Liaison
- Custodian
- User
- Security Administrator

The Owner is the State agency that is charged with the responsibility for specifying the content of a system and to authorize user access to information assets that are under the agency's jurisdiction. The Owner may delegate duties and/or responsibilities of ownership to the agency's Computer Security Liaison or other selected individuals within the agency; however, final accountability for the information assets rests with the Owner.

The Owner's responsibilities include ensuring that established controls are appropriate and effective, determining who will have access to data and to what extent, and specifying the necessary security controls that need to be placed over the data, and communicating the security control provisions to the Security Administrator.

The Computer Security Liaison is the individual assigned by the Senior Manager of the agency to represent the agency's interests in information security matters. The Computer Security Liaison performs the computer and network security tasks for the agency and is the information security point of contact for ICSD.

The Custodian is the agency that enters, stores, processes, and/or produces information for the Owner. The Custodian is the agency that has physical control of the computer equipment on which the information is stored; in most cases, this agency is ICSD.

The User is an individual in an agency who is authorized by and has permission from the Owner, or the Custodian if the Owner has delegated such authority, to access and use the information.

A Security Administrator is a person within ICSD who is the focal point for information security matters and is responsible for security administration and access management for specific ICSD's computer systems.

Responsibilities of User Departments

- Establishing, maintaining, and monitoring physical access controls to restrict unauthorized access to terminals, databases, files, or records that can affect the integrity of ICSD user transaction processing activities, including, but not limited to, financial information.
- Assuring that user-owned or managed networks, applications, platforms, databases, and network devices that may process data exports to ICSD-managed systems are logically secured.
- Enforcing and monitoring the segregation of duties that exist among individuals responsible for critical/ secure activities.
- Assuring that user-owned or managed applications, platforms, databases, and network devices are properly maintained.
- Requesting and approving any desired modification requests for changes to ICSD-managed mainframe applications.
- Specifying frequency of data backup jobs, frequency of offsite rotation, and retention periods for departmental backup media.
- Environmental controls to protect user-owned or user-managed physical assets such as computer and network equipment and devices.

Key Applications

The Division develops, operates, and maintains many specific applications, computer systems, and telecommunications networks that the State departments and agencies rely on to meet their statutory and business missions. The following bulleted list describes the general key support areas that the Division provides to all State departments and agencies:

- Provide guidance in the use of information technology and standards.
- Develop, enhance, and maintain applications systems at the statewide and department level.

- Provide technical support for the State's computer hardware and software, local area networks, office automation, database management, Internet, and Intranets.
- Provide overall technical support for the State's telecommunications infrastructure.
- Operate a centralized computing facility and the network facilities that interconnect all State departments, agencies, and external entities, such as the Federal Government.
- Provide technical expertise to define agency computing and network requirements, procurement guidance, systems and software implementation assistance, problem resolution and troubleshooting expertise.

Noteworthy Outages

Fiber Optic Cable Damage Caused Loss of Network Connectivity for Many State Locations:

On the January 15, 2013, a fire under the H-1 freeway viaduct damaged Time Warner Oceanic fiber optic cables near the airport which resulted in lost network connectivity for the majority of the locations on the Oahu Institutional NETwork (INET) for most of the business day. A fiber optic bypass at the INET fiber hub at Kapiolani Community College (KCC) was put into place by ICSD and University of Hawaii staff to restore services in the afternoon. After restoration of Oceanic services, the fiber optic bypass was removed and the original connectivity was restored.

On January 24, 2013, another outage occurred in the same area which resulted in another similar loss of service. A fiber optic bypass was again put in place by noon.

For both outages, departments and agencies that were affected included: Department of Agriculture, Plant Quarantine Branch, DAGS Central Services Division, DOT Highways Division, DOT H-3 tunnel, Hawaii State Public Library, Aloha Stadium, Office of Elections, DOH State Labs, DOH Waimanu Training School & Hospital, Waipahu Civic Center, Kapolei State Office Building, and Hawaii State Hospital.

To reduce the State's dependence on one fiber optic communication provider, the State has since installed circuits from two public carriers in three geographic areas (Leeward, Windward, East Honolulu) for network redundancy and survivability.

UPS Caught on Fire Caused Data Center Outage:

On February 11, 2011, the 150kVA UPS in the Data Center caught on fire. The fire was quickly extinguished, but caused the UPS to shut down, causing all the attached computer and network equipment to be unavailable. A bypass switch has since been installed on the 150kVA UPS, allowing the Data Center equipment to be connected directly to the electric company's power source for any reason, including scheduled maintenance work, UPS failure, or during emergencies.

Halon Fire Suppression System Discharge Caused Data Center Operations to Halt:

On August 2, 2013, the Halon fire suppression system accidently discharged, which caused a 4 1/2 hour evacuation of the Data Center. The halt to the normal computer production jobs resulted in requiring staff to work overtime to get back on schedule.

The fire suppression system was fully operational in less than three months with the approval of conducting an emergency procurement. Prior to the fire suppression system being fully operational, 16 handheld fire extinguishers were purchased and deployed throughout the Data Center to provide interim fire suppression capability.

Challenges, Opportunities and the Road Ahead

- What are the challenges and opportunities the department is facing implementing business/IT projects?

 OIMT has been successful in developing the State's Business and IT/IRM Transformation Plan and have also been able to obtain funding from the Legislature. ICSD staff is participating in OIMT initiatives and projects, many of which align with improving and expanding the current ICSD operations, as well as looking to re-engineer existing business processes to reduce costs and improve the efficiency of State government.

 ICSD's staffing was severely reduced during the reduction in force (RIF) in 1995 and 2008. Staffing

dropped from 200+ full-time employees to 137 full-time employees which represents a reduction of over 33%. The loss of positions and potential future leaders has impacted the division's succession readiness, ability to take full advantage of business/IT opportunities, and increased the use of overtime. Compounding matters is an aging work force which will result in the loss of knowledge, skills, and abilities as staff retire with no one to pass their experience to.

Because of the staff shortage, there are many single points of failure which jeopardizes the operations of the division, should a staff member be on extended leave. The staff shortage also puts a strain on existing staff members as they are frequently asked to do more, whether it is for operational purposes or for new initiatives. Juggling and shifting work priorities and staff overload have become the norm.

Continued funding is required to maintain current operations and insure that the State's IT infrastructure is maintained at supported hardware/software levels. Failure to do so could result in cyber-attacks on the State's systems, databases, and networks which have personal identity information and/or critical financial data.

- **What are the next steps the department is taking on these projects?**

The Cyber Security Team was established to address cyber threats. The team provides alerts to reduce the State's vulnerability to cyber-attacks, viruses, malware, and other suspicious activities. The State's security program is a key initiative that will continue to expand and grow.

To address increasing demands for IT services, the division actively pursues updating/replacing components within the State's IT infrastructure to take advantage of newer technologies which is in concert with the State's Business and IT/IRM Transformation Plan. For example: The creation of a Private Cloud is one initiative that will address the need to consolidate the nearly two dozen data centers identified by an SAIC report. These data centers range from a handful of "data closets" of less than 200 square feet to large dedicated data centers that warehouse vast amounts of State information.

Many of these data centers are essentially unprotected from unauthorized access, posing a risk to State data. Their scattered nature also complicates service, maintenance, and disaster recovery.

One of the key initiatives of the OIMT is the creation of a new primary data center that will be located outside of the flood zone and capable of supporting increasing IT demands.

The ICSD needs to request new positions which will be used to resolve staff shortages (e.g., single points of failure), improve succession readiness, and reduce overtime. Funding will also be solicited to maintain hardware and software at levels that will minimize vulnerabilities to cyber-attacks and obsolescence.

- **Current initiatives/opportunities:**

Re-engineer business applications that are based on old methods, technology, or computer systems, which are no longer relevant and may hinder business transformation. Re-engineered business applications will enhance customer satisfaction by streamlining processes and improving efficiency.

Go "green" by utilizing technologies that will reduce the amount of paper used. For example, PDF (portable document format) is a viable alternative that will reduce costs associated with paper supplies, make available floor space in the computer room used to store paper, and reduce manual labor associated with separating, checking, and boxing paper reports. During calendar year 2013, the division ordered 2,845 cases of paper to meet its Customer's need for hard copy reports. This equates to 13,162,500 sheets of paper.

Offer network/application monitoring and configuration backup to departments. This service will allow departments to monitor and maintain their own IT infrastructure. Most departments have no monitoring systems and are unaware of problems until they are reported. Increasing awareness at the department level is a critical component to increasing network and application availability. A limited pilot is currently underway and responses have been very favorable.

Develop an information technology infrastructure that is based on standardized services and technologies that will facilitate the sharing of the State's IT resources, improve transparency, and reduce cost.

Develop services that are based on new technologies while reducing and/or eliminating dependency on "old" technologies. Old technologies, such as reel-to-reel tape drives, have been replaced with virtual tape systems that require minimum manual intervention and deliver faster processing speeds that improve data backup and recovery services.

Establish a private/hybrid cloud that will address the need to consolidate the nearly two dozen data centers identified by an SAIC report. These data centers range from a handful of "data closets" of less than 200 square feet to large dedicated data centers that warehouse vast amounts of State information. Many of these data centers are essentially unprotected from unauthorized access, posing a risk to State data. Their scattered nature also complicates service, maintenance, and disaster recovery.

Partner with the DAGS, Public Works Division (PWD) to: 1) have an engineering firm/consultant inspect the electrical system at the data center and produce an updated electrical blue print that maps equipment and circuit breaker connections; and 2) replace the Halon fire suppression system in the data center since Halon systems have been taken off the market.

Acquire short-term professional services to assist in the research, development, and implementation of new services, technologies, and standards while providing training and opportunities for State IT staff so they will be able to take over ongoing support. As an example, professional services can facilitate problem resolution, implement new services, and assist with monitoring existing services to proactively address potential issues.

Continue to increase network reliability to the ultimate goal of 99.999% availability through additional redundancy, hardening of critical sites (backup power, security, etc), and network redesign.

Establish additional data and telecommunications facilities on the islands of Oahu, Kauai, Maui, and Hawaii for redundancy and disaster recovery.

Key IT Initiatives and Opportunities/Challenges

- **ICSD's two key initiatives are to:** 1) maintain and operate the current systems that are used by State Executive Branch agencies and other State governmental entities; and 2) participate in the development and implementation of OIMT's initiatives as outlined in the 2012 IT/IRM Transformation Plan.

- ICSD now has the opportunity to improve the quality of IT services to benefit the State of Hawaii with increased funding given to OIMT from the Legislature. Historically, ICSD has not been provided sustainable additional funds over and above funds required to maintain existing computer and telecommunication systems. During periods of difficult economic times for the State, ICSD has had to reduce maintenance on existing equipment and software when budgets were reduced, which affected the services provided to State departments who serve the public.

- ICSD lacks an appropriate number and type of staff required to sustain operations for the current departmental business needs of the State while pursuing OIMT initiatives to apply new technology solutions through business re-engineering and process improvements.

Key Business/IT Portfolio

IT Quick Wins

- **What are the department's key business/IT accomplishments FY2012-2013?**

1. **Campaign Spending Commission**

   - To promote transparency in candidate and non-candidate committee contributions and expenditures, data from the Campaign Spending Commission (CSC) systems was extracted, transformed, and placed on the State's open data site, Data.Hawaii.Gov for easier access and improved search features that the public can use to locate information on candidate and non-candidate committees.

The Client Services Branch (CSB) applications support team received a letter of appreciation from the Executive Director of the CSC for the work performed.

- Act 112, SLH 2013 promotes transparency in spending by non-candidate independent expenditure only committees (i.e. Super Political Action Committees). Modifications were made to the CSC system to capture expenditures made by these committees and made available to the public for their review to determine which candidates are being supported or opposed by these committees.

The CSB applications support team received a letter of appreciation from the Executive Director of the CSC for the work performed.

2. **State Government**

Generation of 85,165 Form W-2 Wage and Tax Statements for calendar year 2012 for employees of the State Branches of government consisting of the Executive Branch Departments, the Department of Education, Hawaii Health Systems Corporation, the Judiciary Branch, the Legislative Branch, Office of Hawaiian Affairs, Library Services, and the University of Hawaii in accordance with the Internal Revenue Service.

3. **Department of Accounting and General Services**

- The Affordable Care Act, a United States federal statute mandated a Medicare tax rate increase of 2.35% on high income earners that have gross earnings exceeding $200,000 annually. Changes were made to tax this group of income earners at the higher rate.
- The Payroll Project Team consisting of CSB payroll applications support staff and the Department of Accounting and General Services' (DAGS) Central Payroll staff were recognized as DAGS' 2013 Team of the Year for their outstanding performance.

4. **Department of Accounting and General Services and Hawaii Employer-Union Health Benefits Trust Fund**

- Determined the cost of an employee's employer-sponsored group health coverage and placed it on their W-2 Wage and Tax Statement to be in compliance with § 6051(a)(14) of the

Internal Revenue Code, enacted as part of the Patient Protection and Affordable Care Act of 2010 (the Affordable Care Act).

- Implemented new State tax withholding changes in recognition of Civil Unions in the State of Hawaii which was signed into law and became effective as of January 1, 2012. The law granted same-sex couples the same rights as married couples. The tax changes were needed because Civil Unions were not recognized under Federal law.
- The "Favored Nations Clause" allow Hawaii Government Employee Association (HGEA) members to receive the same benefits as another union if a better agreement is reached between that union and the State. To be in compliance with the "Clause" 24,961 medical reimbursement checks were generated for HGEA members since the United Public Workers (UPW) received a more advantageous medical premium percentage "split" than the HGEA received.

2. **Department of Accounting and General Services and the Employees Retirement System**

- Retirement contribution rates for both employee and employer for those employees hired after June 30, 2012 were changed to be in compliance with Act 163, Session Laws of Hawaii (SLH) 2011. There are now two different employee and employer contribution rates based on an employee's hire date. A member's contribution is used in their benefit calculation.
- Act 152, SLH 2012 amended the definition of "compensation" for Employee Retirement System members hired after June 30, 2012. Changes were

made for this group of members such that "compensation" is defined as normal periodic payments including shortage differentials; and does not include overtime, supplemental payments, bonuses, lump sum salary supplements, and other types of differentials. There are now two different definitions for "compensation" based on an employee's hire date. A member's compensation is used in their benefit calculation.

3. **Department of Accounting and General Services and Department of Human Resources Development**

The "Favored Nations Clause" allow Hawaii Government Employee Association (HGEA) members to receive the same benefits as another union if a better agreement is reached between that union and the State. The imposed 5% across-the-board pay reduction for United Public Workers (UPW) and HGEA members was not applied in the same manner. Because of the "Favored Nations Clause", the HGEA was entitled to the same adjustment as UPW members. To be incompliance with the "Favored Nations Clause", salary schedules were restored to pre-reduction rates, HGEA members received a Statutory Time Off Without Pay adjustment amount similar to the UPW's Directed Leave Without Pay (DLWOP), and personnel actions of affected employees were retroactively corrected.

4. **Department of Budget and Finance, Budget Program Planning & Management Division (BPPMD)**

- Enhanced web-based Capital Improvements Program (CIP) application (eCIP) to support HRS 37-72 by adding a function that generated Form S documents. The Form S is a summary of the department's proposed CIP lapses and new CIP requests. Departments and agencies will no longer have to enter information into spreadsheets. The BPPMD staff will have CIP detail and summary information in one source – eCIP. On average 500+ Form S documents are generated during the biennium budget and 300+ Form S documents are generated during the supplemental budget.
- Enhanced web-based operating budget application (eBUDDI) by adding a function that eliminated the use of paper reports during the operating budget edit cycle. Edit reports are now available in

electronic format, which eliminates waiting for the messenger and walking to the datacenter to pick up reports. This enhancement has been well received and other processes are being investigated.

5. **Department of Labor and Industrial Relations, Unemployment Insurance Division**

- Implemented the Federal Unemployment Insurance Tax, Wage Reporting Interchange System (WRIS) Distributed Data Base Index (DDBI) to allow all states to access and share information from other states on reported wages via electronic requests. Allow Federal, state, and City & County government agencies to view Hawaii wage information on individuals who are seeking government benefits (e.g., unemployment benefits, Federal food stamps).
- Implemented the Treasury Offset Program (TOP), which is a debt matching and payment offset system developed by the U.S. Treasury Department that allows database matches of delinquent debtor records owed to various Government agencies against Government payments (e.g., tax returns) to the debtor so that payments can be intercepted and delinquent debts can be offset in whole or in part.
- Implemented direct deposit to provide a secure and faster method of unemployment benefits payment to claimants, which reduced manual processing, postage costs, and the amount of paper used.

6. **Department of Commerce and Consumer Affairs, Professional & Vocational Licensing Division**

The application developed and supported by the ICSD tracks individuals and businesses from the time they submit an application for a license through the various review phases to final issuance of that license. Once licensed, the system helps ensure that the licensee complies with all regulations associated with the maintenance of that license. Over 40 professions and vocations encompassing over 100 license types are maintained by this system. Using information from the Hawaii Information Consortium's (HIC) web applications over 39,000 licenses were renewed on-line.

7. **Multi-Department, Legislative Tracking System (LTS)**

This system helps monitor bills of interest during the legislative session. A workflow function is available to speed the approval of draft testimony thus helping to ensure its timely submission to the Legislature. The LTS can also serve as a repository of final testimonies as well as other documentation related to a bill. During the upcoming session, the system will be used by eight departments: Department of Business, Economic Development, and Tourism; Department of Transportation; Department of Public Safety; Department of Budget and Finance (B&F); Department of Land and Natural Resources; Department of Agriculture; Department of Labor and Industrial Relations; and Department of Human Resource Development. After each session, recommendations for improvement are collected and reviewed. Those agreed upon are scheduled for implementation the next session. This process promotes the use of a single shared version of the software, system consistency, scheduled system enhancement, and ease of software maintenance.

8. **Pilot Project to Reduce Mainframe Paper Usage**

The objective of this pilot is to investigate ways to reduce the amount of paper used by systems running on the IBM mainframe. To date, standard mainframe listings (e.g. Panvalet reports) have been converted to electronic format. The conversions of other paper reports are being investigated.

9. **Electronic File Transfer Systems**

Upgraded the State's Secure File Transfer Facility that is utilized to transfer electronic files between the State and its business partners in a secure manner. The upgrade included the migration to shared storage with load balanced architecture to increase the availability of the service and enhanced account requirements in the form of password complexity, lifetime and failed login attempt requirements to increase the overall security of the system.

10. **Mainframe Security**

- Upgraded the State's Virtual Private Network (VPN) System that is utilized to access the State's Mainframe. The upgrade included the migration to an Active/Passive environment to increase the availability of the system and implemented enhanced account requirements in the form of password complexity, lifetime and failed login attempt requirements to increase the overall security of the system.
- Password complexity was enhanced by implementing 100 character passphrases for Time Sharing Option (TSO) IDs on the State's Mainframe Hosts.


11. **Network Improvements**

- Network upgrades to downtown Honolulu has increased network capacity by 10 fold (1Gbps to 10Gbps) to provide a high speed infrastructure to support services to government agencies for critical applications such as Enterprise Resource Planning, Private Cloud, Virtual Desktop Interface (VDI), Voice over IP (VoIP), desktop video, high speed data backups, and other services. These services not only reduce cost to government but provide productivity gains by allowing State agencies to work more efficiently and collaboratively as an organization.
- Upgrades to the data center network infrastructure now allow speeds up to 40 times faster (1Gbps to 10Gbps and 40Gbps) than previously available. The infrastructure will support the deployment of Private Cloud and consolidated computing services that allows State agencies to deploy public and

internal support services faster while reducing cost and deployment time of services to State agencies and the public.

- Completed 99% of the State's network migration from a Virtual Local Area Network (VLAN) based network to a private Multi-Protocol Label Switching (MPLS) network. MPLS supports faster recovery from network faults over a VLAN based network and provides additional network services to customers i.e. Quality of Service (QoS), Traffic Engineering, etc while keeping network traffic in distinct virtual private networks.

- The deployment of redundant broadband Ethernet circuits from two public carriers to various locations on Oahu, Kauai, Maui, and Hawaii has resulted in unprecedented reliability for the State's network and supports the "always on" nature of today's network and computing services. Network failures that previously affected hundreds/thousands of users or an entire island that could last several hours may now go unnoticed or result in an outage lasting just a few seconds. These circuits have been installed in separate geographic regions on the islands. On Oahu, the circuits are located on the Leeward, Windward, and East Honolulu sides of the island. On Hawaii, circuits are located in Hilo and Kona. On Maui the circuit is in Wailuku and a circuit will be installed in Kihei in the coming months. In addition, the use of two public carriers results in further network diversity that reduces the likelihood that a single event affects all connectivity.

- Completed the installation of a 100Mbps broadband Ethernet based host circuit that provides high speed connectivity to remote State offices across the State. The host circuit provides significant savings to the State by eliminating the need for each department/agency to acquire departmental host circuits for their respective remote offices. By December 31, 2013, this circuit will completely replace a 45Mbps Frame Relay host circuit that supported approximately 80 remote offices with speeds up to 1.5Mbps. The broadband Ethernet circuit can be scaled up to 1000Mbps to support higher remote office bandwidth speeds i.e. 100Mbps and more locations providing an Enterprise wide solution over a ubiquitous network technology.

- Completed the deployment of three Internet Service Provider (ISP) connections to two separate locations among two providers. These connections assures redundant delivery of Internet services to the main data and telecommunications centers and ensures that no single location or ISP failure will result in a loss of Internet service to State departments or public access to online government services. In addition a fourth ISP connection with one of the two carriers will be established on the island of Maui for additional diversity.
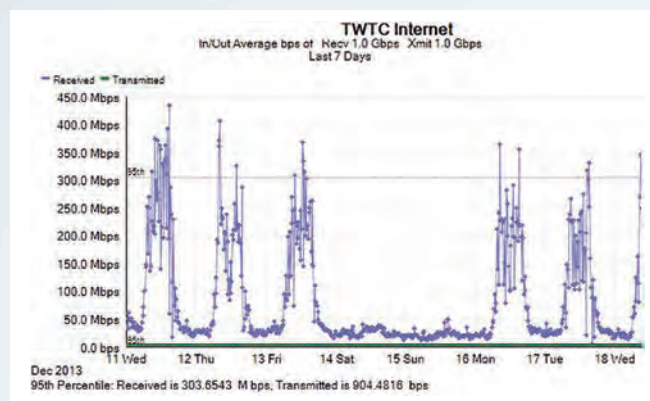
Bandwidth from Internet over TW

- In the process of turning up additional, purpose built, data and telecommunication facilities for network and computing redundancy and disaster recovery (DR). Space at collocation facilities at DRFortress and SystemMetrics on Oahu has been procured. In addition, space has been acquired at the Maui Research & Technology Center (MRTC) for an interim data center in Kihei, Maui. Space for DR, backup, and telecommunications services have been reserved at the new University of Hawaii Information Technology Center. All locations are expected to be fully operational by the close of fiscal year 2014.

12. **Data Center Improvements**

- The Data Center returned to 24/7 operation after additional computer operator positions were authorized and hired. The increase in shift operations allows computer production jobs to be run on the weekends and holidays, instead of during the day shift, and provides our customers with more systems availability. For example, the on-line CICS regions start at 6:00 a.m. instead of 8:30 or 9:00 a.m. on the weekends and holidays.

The image shows a screenshot of the State of Hawaii Department of Accounting and General Services website displaying the National Cyber Security Awareness Month page, including a Threat Advisory Level indicator set to "GUARDED" and a Cyber Security Menu.

- **Completed two physical security replacement projects to protect the Data Center:** door access system and a video surveillance system. The systems were too old to be placed on maintenance, was experiencing problems, and replacement parts were no longer available. The new systems provide the required physical security needed to protect the Data Center.

13. **Cyber Security Initiatives**

- Participated in the annual October is Cyber Security Awareness Month program sponsored by the MS-ISAC, the National Cyber Security Division, and the National Cyber Security Alliance to raise cyber security awareness among the government work force, and hosted a Cyber Security awareness presentation that was opened to interested staff in all State departments.

Cyber Security Awareness Month

- Investigated and notified users of 262 State-wide security events, an increase of 188% over last year. Events are identified by internal devices such as Intrusion Prevention Systems (IPS), Security Information and Event Manager (SIEM) and Secure Web Gateway (SWG), and external sources such as the MS-ISAC Albert Systems, Symantec Managed Security Service (MSS), and US Computer Emergency Readiness Team (US-CERT).
- Upgraded the Data Loss Prevention (DLP) System to position it to work seamlessly with the OneNet Network that will be implemented in the near future. Also installed and configured the Email solution for the Lotus Notes Email systems.
- Upgraded the Security Information and Event Management (SIEM) systems to enable logging and correlation of events at a higher events-per-seconds (EPS) rate in order to facilitate the future OneNet network.

- Researched, tested and procured a File Integrity Management (FIM) solution to monitor Tier1 servers for unauthorized changes to core files within the servers. The FIM solution will provide information of any changes to the core files and display exactly what was changed, and can also prevent files from being changed.
- Developed and implemented the Cyber Security Team (CST) Application. This application allows CST to track and record all phases of a security event. The application also tracks firewall rules associated with the event and is able to create reports on Cyber Security incidents. CST utilizes this application on a daily basis.
- Procured 1250 seats of SANS Securing the Human Security Awareness Program. Cyber Security Team will be administrator of the Securing the Human Cyber Security Awareness Program which is a computer based online training for all users of the State of Hawaii Electronic Information systems.
- Built and currently configuring the Security Operations Center (SOC) which is tentatively scheduled to be in operation by the end of December 2013. The SOC will allow the Cyber Security Team to have the latest in technology to monitor and maintain a safe enterprise for the State of Hawaii.

- **How do the department's business/IT projects align with the Governor's New Day Plan?**

  1. We strive to be a shared services delivery and support unit that focuses on providing standardized information technology (IT) services to its customers. This model allows us to leverage our skills, resources, and assets while reducing costs through economies of scale and standardized solutions. Our customers will benefit from effective, coordinated, and cost-beneficial IT services. We also seek to develop partnerships with others to foster the sharing of State IT resources.
  2. We seek to develop services that are based on new technologies while reducing and/or eliminating dependency on "old" technologies.

  3. **We support government transparency by adding enhancements which will make information more available to the public. For example:** We have enhanced the Campaign Spending Commission systems such that data can be extracted and transformed for use in the State's open data site, Data.Hawaii.Gov. Contribution and expenditure data is now more readily available and searchable by the public. Pre-developed views (reports) can be accessed by the public and/or the data can be downloaded such that the public can create their own views.
  4. In-house projects which promote electronic file transfers, enhance security, and maintain up-to-date software align with making sure that existing facilities and services are dependable, efficient, and secure.
  5. Implement technology that is more redundant and implements infrastructure capable of recovering from failures without system outages.

- **How do the department's current projects help achieve the business and technology transformation for the State of Hawaii?**

  1. Provide IT services that support mission critical applications (e.g., payroll, human resources, and accounting) that are key components of the new Enterprise Resource Planning system (ERP) system. Staff assigned to these applications are members of the "Future Support Team" and will serve as subject matter experts who will participate in the development, implementation, and on-going maintenance of the ERP system. The ERP system is one of the top initiatives in the State's Business and Information Technology Transformation Plan as proclaimed by Governor Abercrombie.
  2. The hardware and software maintained by the division, such as the electronic file transfer software and mainframe security software, directly or indirectly contribute to the consolidation and modernization of the IT infrastructure. Working in concert, they provide reliable and redundant services for all State departments and agencies.

- **How do projects align with OIMTs Top 3 Strategies (Re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance)?**

1. Looking for opportunities to add more value to existing legacy IBM mainframe applications by incorporating new technology, such web based front ends that will allow users to enter and retrieve information on-line, real time. These are temporary improvements until new solutions are in place.

2. Becoming more "Green" by replacing paper reports with information available in electronic format will not only save money but will make government more transparent by increasing the availability of information.

3. Participating in the reengineering of existing business processes (e.g., payroll, human resource, and accounting) by joining work groups involved in key IT projects, such as the ERP Project. "The implementation of the ERP system is one of the top initiatives in our state's Business and Information Technology Transformation Plan, unveiled and launched last year," Gov. Neil Abercrombie said. "The ERP system will dramatically improve the way government conducts its business by reducing labor-intensive, paper-based processes, eliminating the need for duplication of efforts, and allowing state workers to provide improved services to taxpayers faster, more efficiently, and at a reduced cost."

4. Joining work groups that will develop oversight and governance policies and procedures.

5. Initiating projects to implement/modernize the State's IT technology and infrastructure, such as the electronic file transfer systems, security, and software upgrades.

6. Implementing network improvements which are critical to supporting business transformation by ensuring IT services are always available and responsive for government to effectively and efficiently serve the public. Prolonged network outages or severe response times affect not only online services but impact store front services to the public when customer support applications are unavailable or unresponsive.

7. Replacing computer equipment that is out-of-date will modernize, improve the reliability, and provide for a stronger infrastructure.

10.3.2 DEPARTMENT: AGRICULTURE

Information about your Department:

- **CIO Name: Helene Okamura**

- **Things to know about the department:** More than 270 employees located in 18 offices throughout the State of Hawaiʻi; support, protect and promote Hawaiʻi's agriculture and aquaculture industries. The Department of Agriculture's (DOA's) activities range from providing land and water for local farmers, financial assistance, and raising the demand for local foods, to preventing the introduction of alien species and diseases. The DOA is also responsible for protecting consumers, businesses, and manufacturers from unfair practices, based on a measurement process or subject to a standard of quality which includes devices such as scales, taxi meters and gas pumps, grading of eggs and labeling of Hawaiʻi agricultural products.

- **Department website URL:** hdoa.Hawaii.gov

Current Business/IT Environment

- **Business/IT Mission and Vision:** The Department of Agriculture's mission is to re-establish agriculture as essential to the well-being of our island society by rejuvenating the economy, protecting important resources, and gaining greater self-sufficiency in food production and alternative energy development. The Department works to support, enhance, and promote Hawaiʻi's agriculture and aquaculture industries. It is responsible for animal quarantine, plant and pest control, and is a resource for travel and shipping information.

- **Description of Business/IT Environment:** Historically, the department has been self-sufficient, enhancing and maintaining legacy systems in-house and updating devices at end of life. Only one application is being maintained by a consultant. Today, the department is looking to re-engineer its business processes to take advantage of new technologies and OIMT enterprise architecture.

Key Applications

- Agriculture Resource Management Information System for Irrigation Systems, Agricultural and Non-Agricultural Parks
- Scada system for Molokaʻi and Waimanalo irrigation systems
- Accounting/requisition/purchase order and petty cash system
- **Invicta** — Plant quarantine permit and inspection information system
- **Animal Quarantine Information System** — Pet/owner information, animal veterinary qualification, operation and accounting for the Animal Quarantine Station
- **WinWam/AR** — Weights and measures device tracking and accounts receivable system
- Agriculture Loan Management System
- Pesticides Registration System
- Hawaiʻi Agricultural Food and Products Database

Challenges, Opportunities and the Road Ahead

- The major challenges faced by HDOA are funding and resources. Less than 1% of the State's budget is allocated to the Department of Agriculture. There are only two IT Specialist positions for the department. Only one is currently filled.

- As for next steps, the Department of Agriculture is updating equipment no longer under warranty and is replacing legacy applications to take advantage of newer technologies and business processes, while being in line with OIMT enterprise architecture and business transformation goals.
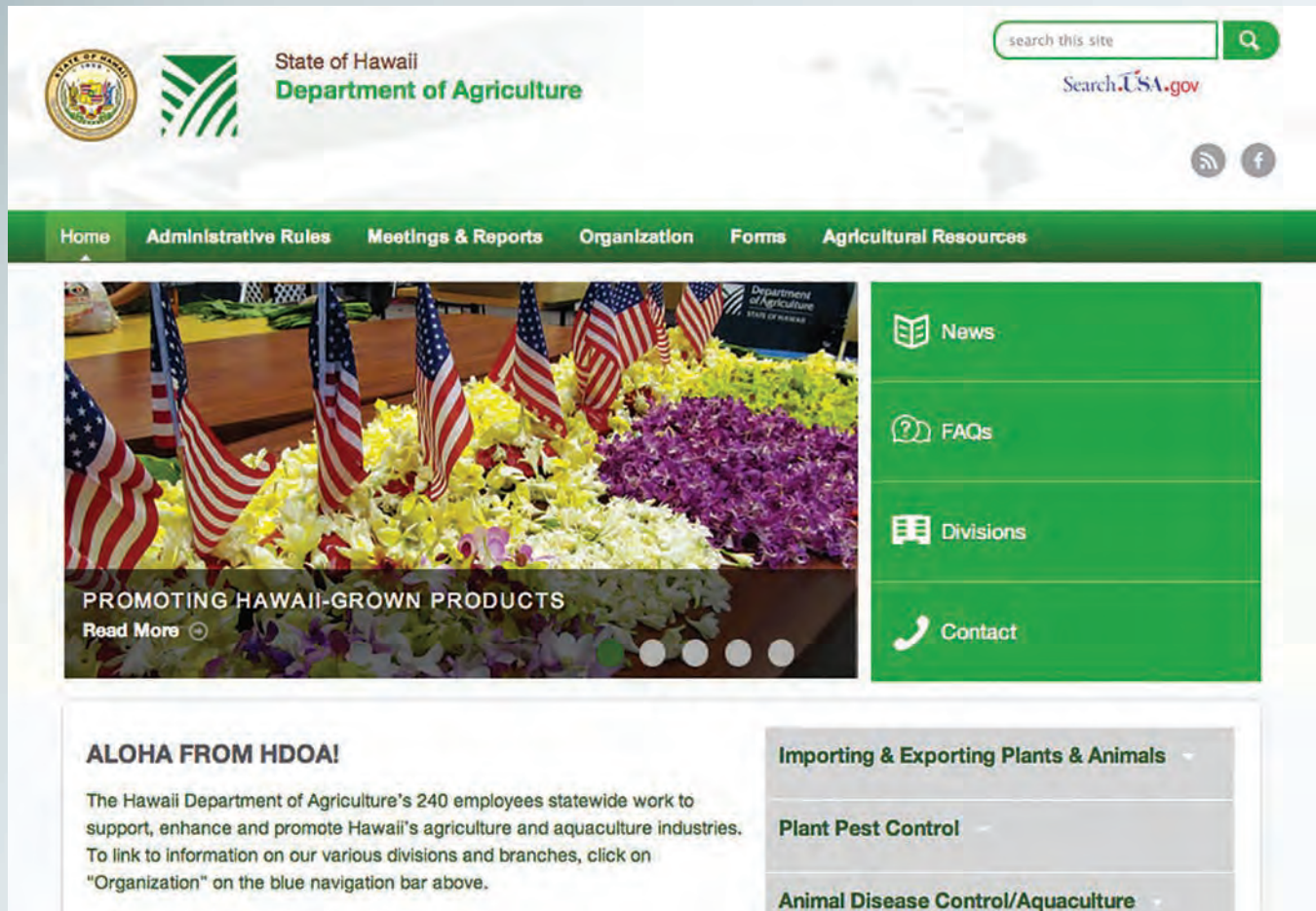
- Current initiatives/opportunities:

  1. Updating older computers and implementing Microsoft Office 365 department-wide.
  2. Re-engineering legacy systems as funding is available.
  3. Educating the agricultural community and the public on food safety, and promoting local agriculture.

Key IT Initiatives and Opportunities/Challenges

- Need more public-facing Web applications to get information out to the community (e.g., promoting local agriculture, food safety, product availability, agricultural education and regulations).

- Allow agricultural community and public the means to access frequently requested information. Some legacy systems will need to be re-engineered.

- Re-engineer business processes and implement technologies to be more efficient and reduce the amount of paper processed. Looking at using SharePoint to address some of the workflows.

- The DOA is very interested in adopting a system used in California because it tracks produce statistically; food safety is federally mandated, so a process must be developed; Invicta is working toward this.

- Re-engineer legacy business applications to streamline processes and improve efficiency as funding is available.

Your Key Business/IT Portfolio

IT Quick Wins

- **Key business/IT accomplishments FY 2012–2013:**

  1. More transparency and improved communication with the agricultural community and the public.

     - Licensed Pesticides Listing available through Data. Hawaii.gov is top-viewed site.
     - Statewide farmer's market listing available through Data.Hawaii.gov is the second-most-accessed site.
     - Department of Agriculture available on Facebook.

2. **Improving the State's irrigation systems** — Implementation of Scada systems for the Moloka'i and Waimanalo irrigation systems.

3. Updating the department's infrastructure to be in line with OIMT's Enterprise Architecture.

   • DOA is now an Organizational Unit (OU) under OIMT/ICSD's Active Directory.
   • Converted DSL lines to RNS lines at 10 remote sites.

• **Alignment with the Governor's New Day Plan:**

   Food and Agriculture — An Agriculture Renaissance in Hawai'i calls for protecting important resources, gaining greater self-sufficiency in food production, increasing demand for local foods and supporting agricultural exporting. The department's mission and projects fall in line with the Governor's New Day Plan. More specifically:

   1. The installation of the Scada system provides tools to maximize the transportation of water efficiently. Currently installed at the Moloka'i and Waimanalo irrigation systems, it will be expanded to include the other irrigation systems.
   2. Utilize various media to raise the demand for local foods and agricultural products such as the "Buy Local, It Matters" promotion and "Seals of Quality" program.
   3. Based on previous statistics, the majority of leafy greens consumed locally was imported. The department worked with local farmers to increase production of leafy greens, and the latest statistics show that 40% of the leafy greens consumed are now from local farms.

• **How current projects help achieve business and technology transformation for the State of Hawai'i:**

   The department looks at ways to be more efficient, especially when personnel resources are limited. The use of technology is often a means to streamline and provide improved access to information. For example:

   1. The Licensed Pesticides Listing available through Data.Hawaii.gov allows staff, dealers, and the public to not only see which pesticides are licensed in Hawai'i, but also to look at the actual label that contains directions on its use. Pesticide companies are able to run their own reports as to which pesticides need to be renewed. A current project is to integrate all the activities for the Pesticides Branch to improve the sharing of information.
   2. Through solar-powered devices, the Scada systems allow for the monitoring of irrigation water flows from a computer at a central site. Future projects will expand monitoring to include additional irrigation system. Enhancement will include the ability to remotely control water valves, gates, and pumps.

• How department projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance):

   Aligning projects with OIMT strategies is highly beneficial, especially for smaller agencies with limited resources.

   1. Being an OU under the State's Active Directory already positions the department to be under the oversight and management of OIMT. Working on implementing Office 365 department-wide. Future plans are to move department servers to OIMT VM servers when they near end of warranty.
   2. All sites network through OIMT/ICSD to enable oversight and management by OIMT/ICSD. Future plans are to expand the fiber network to include multi-agency sites.
   3. Looking at re-engineering business processes and applications solutions to replace legacy applications in line with OIMT's Business Transformation. This includes investing in systems/modules that have enterprisewide licenses, provided they meet project requirements. Coordinating with other agencies that have the same business function.

10.3.3 DEPARTMENT: ATTORNEY GENERAL

Information about your Department:

• **CIO Name: Liane Moriyama**

a. **The department has four distinct Information Technology (IT) groups:**

   • Hawaiʻi Criminal Justice Data Center (HCJDC)
   • Juvenile Justice Information System (JJIS)
   • Child Support Enforcement Agency (CSEA)
   • Information Systems & Technology (IST) — management for the Legal Services Divisions

b. The department does not have a department-level IT Manager currently; however, a supplemental budget request has been submitted to add a department IT Manager to direct and coordinate the department's overall IT strategy.

c. **The department's website can be found at URL:** http://ag.Hawaii.gov/

Current Business/IT environment:

a. Our Business/IT Mission is to move toward a more unified IT management structure under a department-wide IT strategic plan. This would improve the effective use of resources and also take advantage of synergies and buying power for the entire department. These recommendations came from a study done in 2003 by the Conference of Western Attorneys General and reinforced by a 2012 study done by the National Association of Attorneys General.

b. Our budget request for a department IT Manager who will lead the development of a Strategic Plan is the first significant step in achieving this goal.
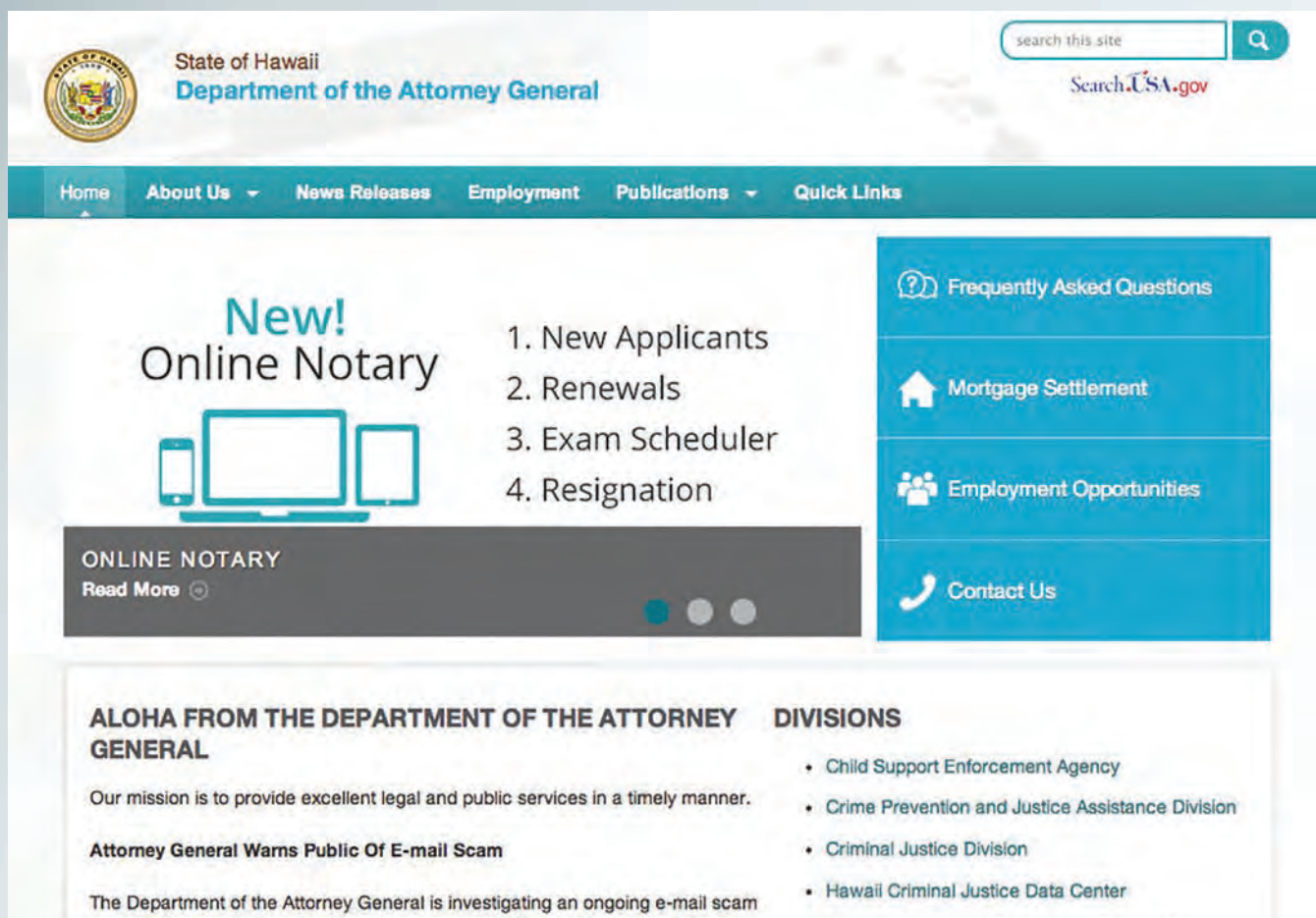
Key Applications:

   • ProLaw (case management)
   • iManage (document management)
   • Westlaw (for research)
   • Word and Word Perfect
   • **HIJIS** — Hawaiʻi Integrated Justice Information Sharing
   • **JJIS** — Juvenile Justice Information System
   • **CJIS-Hawaiʻi** — Criminal Justice Information System
   • **AFIS** — Automated Fingerprint Identification System (federal)
   • **NCIC/Nlets** — National Crime Information Center/ The International Justice and Public Safety Network
   • **Green Box** — Statewide Real-Time Arrest Booking
   • Sex Offender Registration
   • **Criminal history record checks** — eCrim and Public Access
   • **KEIKI** — Child Support Enforcement (federally certified system)

Challenges, Opportunities and the Road Ahead

a. When a department has four IT entities that provide such diverse services using information technologies that are just as diversified, our challenge is to implement and maintain business/IT systems that can maximize the use of limited resources, streamline operations, and accomplish all of this in a practical and cost-effective way.

b. Given the resources needed, we have an immense opportunity to take advantage of more-current and improved technology to merge operational systems such as our case management and document management systems, reduce overall costs, and raise staff efficiency at the same time.

c. Our department is taking the first critical step by seeking to establish an IT leadership position, one that will be empowered to assess all IT operations, to develop and manage a Strategic Plan that will unify operations, as much as practical.

Key IT Initiatives/Opportunities:

- CSEA has a digital project under way for content management of all case records.
- CSEA has a new decision support system that views all cases to identify trends and trouble spots.
- HCJDC has digital end-to-end Lights Out processing (fingerprints, mug shots, etc.) in CJIS-Hawaiʻi.
- HCJDC, in partnership with the Honolulu Police Department (HPD), is implementing facial recognition.
- HCJDC launched the HIJIS program, which is one of the largest information-sharing initiatives in the State. More details are provided in the attachment.
- JJIS is working on a "next generation" system redesign.
- There is a critical need for IT strategic direction to reach our goal of an all-digital, paperless environment. There are challenges with tying information to case documents.
- There are issues with storing documents in native formats, due to difficulty locating information and the fact that the search function in iManage does not work well. Therefore, we are looking for better legal services software packages that support trial documentation, research support, and practice management.

Key Business/IT Portfolio

a. **IT Quick Wins:**

   • Migration to Office 365. A more robust email system (than Lotus Notes) that enables mobile access and integrates with ProLaw and iManage. This is a critical need, especially because attorneys and certain professional staff must have access to email at all times.

   • Our department's one key business/IT accomplishment in FY 2012–2013 was to upgrade our Pro-Law system; however, a further upgrade to Pro-Law and iManage may be necessary to integrate with Office 365.

   • Need calendar/scheduling software (something with the functionality of TimeMatters to provide reminders for complaint/answer dates).

   • Need to upgrade to the latest versions of Microsoft Office products — there are too many versions in existence, which makes it difficult to share files.

   • Need to upgrade computers; not sure if their processors are adequate for the latest versions of the software.

   • Need remote access to documents; many attorneys and professional staff work from remote locations or at home as needed.

   • Disaster recovery and business continuity plans are a priority, and an AG backup strategy is the first essential part that is being addressed for these plans.

   • Need fast and efficient training for staff to bring them up to speed quickly on new versions of software; train power users to mentor others.

b. **How current projects help achieve business and technology transformation for the State of Hawai'i:**

   • **CSEA** — These business/IT projects align with the Governor's New Day Plan by: 1) improving the level of services we are able to provide client agencies; 2) improving the services we are able to provide to children of divorced households; and 3) providing better information and service to enforcement agencies who depend on our information.

   • **HCJDC** — The projects listed under key IT Initiatives/Opportunities contribute to the business and technology transformation for the State by: 1) providing near-real-time response for key criminal justice agencies, such as the police and parole/probation agencies; 2) improving query services to multiple systems, which reduces data retrieval time and errors; and 3) working on single sign-on capabilities for authorized users of multiple systems.

c. How department projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance):

   • The projects listed under key IT Initiatives/Opportunities are in alignment with OIMT's strategic direction because each initiative addresses the re-engineering and modernization of existing business and IT processes. For example, for HCJDC/HIJIS 1) working to develop federated identity management (FIM) for single sign-on access by authorized users to different but related systems under the HIJIS project; 2) incorporating crime-fighting technology such as Morpho Face Investigate (MFI), which performs facial recognition; and 3) providing instant email alerts on re-arrested offenders for certain criminal justice agencies.

10.3.4 DEPARTMENT: BUDGET AND FINANCE

Information about your Department:

- **CIO Name: Budget & Finance (B&F)**
  does not have a CIO.

- **IT services are provided by the following IT groups:**

  a. The Administrative and Research Office (ARO) Information and Technology (IT) that supports the B&F Proper divisions [Director's Office, ARO, Financial Administrative Division (FAD), Budget, Program Planning & Management Division (BPPM), and Office of Public Defender (OPD)];
  b. The Employees' Retirement System (ERS) IT;
  c. The Hawai'i Employer Union Trust Fund (EUTF) IT;
  d. The Public Utilities Commission (PUC) IT.

- **Department website:** http://budget.hawaii.gov

- **Current Business/IT Environment:**

  - **Business/IT Mission and Vision:** To support the departmental business strategies through the development, implementation and management of its technological resources; to provide department staff with timely and professional IT support and services through collaboration with IT professionals among the B&F programs, attached agencies and the external IT agencies and their staff.
  - **Description of Business/IT Environment:** The B&F IT includes the IT professionals in the B&F proper and the administratively attached agencies. Led by the ARO IT, the IT employees are responsible for providing IT services to their corresponding divisions and agencies that are responsible for Hawai'i State's budget and financial administration, employee healthcare and retirement benefits, as well as various public services functions such as Public Utilities Commission, Public Defender and Unclaimed Property. Responsibilities include the creation of departmental IT policies and procedures (including use of Wi-Fi and BYOD); providing oversight and coordination for the execution of departmental IT policies and procedures with regards to the ERS, EUTF, and PUC. The ARO IT is also responsible for providing direct technical and user support for the Director's

Office, ARO, BPPM, FAD and the OPD, which is also an attached agency.

Key Applications:

- Email (Lotus Note for all divisions; Outlook/Exchange for ERS)
- E-Applications that support the central agency budget functions for BPPM
- DMS (Document Management System) for PUC
- Telephone Automated Call Distribution (ACD) System for EUTF
- UPS 2000 (Unclaimed Property System)
- Great Plains (Treasury Division)
- Oracle Financials (Accounting for ERS)
- V3 (Benefit Administration System for EUTF and Pension Management Information System for ERS)
- QuickBooks (Accounting and Financials) for EUTF

Challenges, Opportunities and the Road Ahead:

- **Challenges and opportunities the department is facing in implementing business/IT projects:**

  a) The lack of IT staff resources limits our ability to effectively lead, develop, and manage the department's strategic IT missions; enforce the IT policy and procedures; thoroughly research and provide technical oversight for requests submitted by the programs; and ensure timely and successful execution of projects.
  b) Budgeting, changing regulations, enforcing HIPAA regulations.
  c) ICSD's retirement of the on-premise Lotus Notes email system in 2014.
  d) Office 365 migration possibility for the programs and attached agencies.
  e) PUC management staff requirements for mobility inside and out of the office.
  f) Changes in laws and regulations, and the continuing need to provide quality customer service.

- **Next steps the department is taking on these projects:**

  a) The department submitted a budget request for additional professional IT staff to add the capacity to effectively perform and fulfill the operational IT
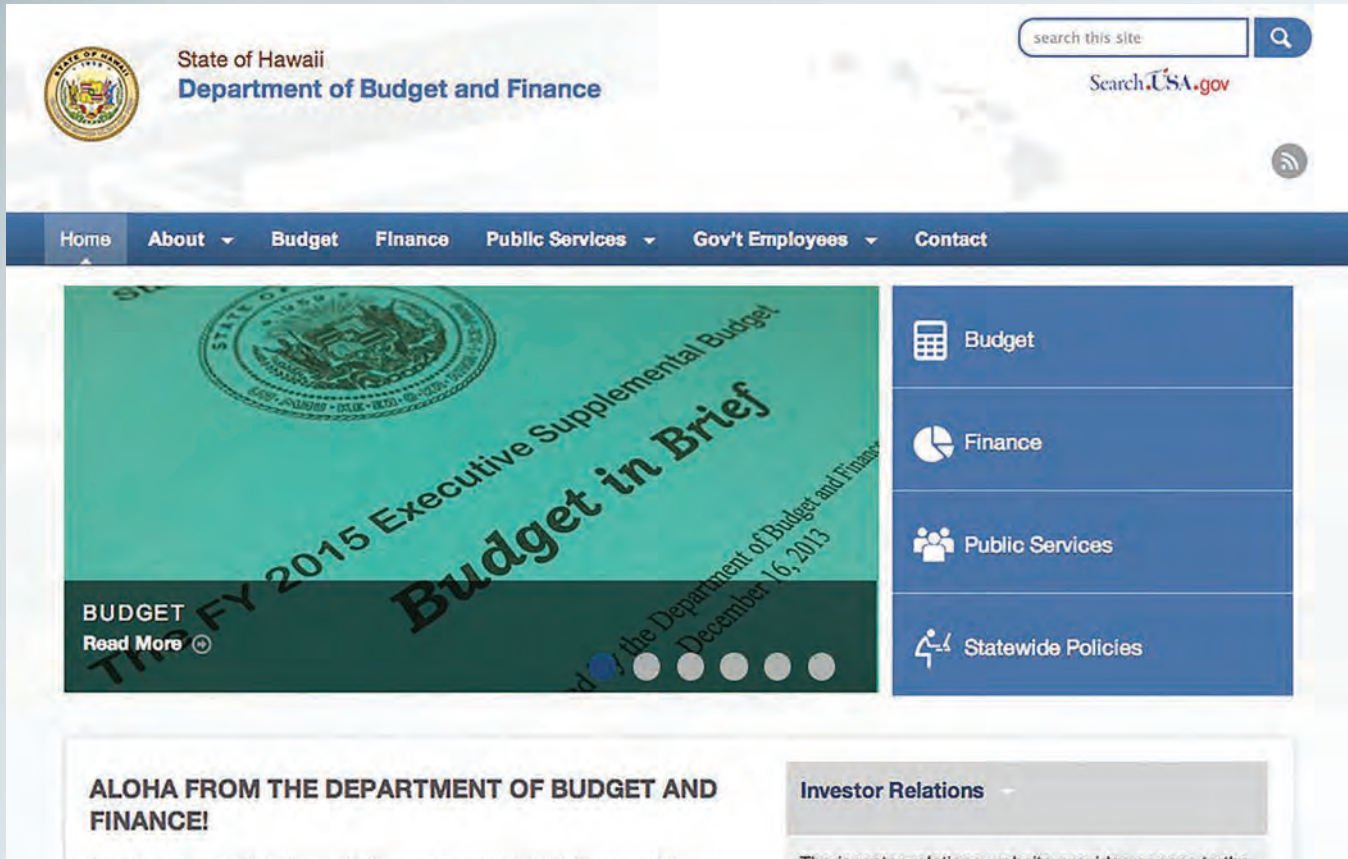
needs; implemented Wi-Fi networks to enable the department's executives to utilize a secured Wi-Fi network using State-issued devices, and to allow other State personnel, associates, and vendors to access Internet resources via our guest wireless network. Departmental Wi-Fi policies are in development.

b) **ERS:** Planning, scheduling, and implementing computer system modification to address statute changes;

c) **PUC:** joined the Office 365 pilot project and is in the process of migrating to the State's Enterprise Active Directory (EAD) and converting existing Lotus Notes email accounts to MS Outlook; installing Wi-Fi at the office, and expanding distribution of mobile devices to selected management and professional staff; developing mobile strategies and supporting policies.

d) **EUTF:** Joined the Office 365 pilot project and is in the process of reaching out to OIMT to obtain Business Associated Agreements required to comply with the HIPAA security regulations to ensure that State employees' confidential health information is protected properly; if needed, to hire new staff; to prioritize hardware and software purchases; and to implement and review encryption options for all hard drives.

Key IT Initiatives/Opportunities:

- Centralized purchasing for commodity IT is an opportunity;
- Budget-to-actuals computer system;
- Implementing changes in the laws and regulations requires programming changes to the ERS and EUTF systems;
- Interfacing with the proposed Enterprise Resource Planning (ERP) system for data requirements.

Key Business/IT Portfolio:

IT Quick Wins

- A digital dashboard displaying the State's financial situation and providing the potential to drill down into the department's financial spending against the budget would facilitate open communication of the State's financial situation to the citizens of Hawai'i, the Legislature, and each department;

- **Security assessments of systems with PII and HIPAA** — EUTF would like this done;
- Enterprise approach to financials statewide (vs. Tax, DOE, ERS, etc., procuring separate solutions);
- A statewide procurement system that facilitates smart buys across the state (e.g., licenses, selected solutions);
- An updated system capable of producing budget-to-actuals spending report;
- EAD and email migration;
- Great Plain (accounting application for Treasury) server and UPS 2000 server (Unclaimed Property System) virtualization.

- Key business/IT accomplishments in FY 2012–2013

  - DBF website migration from Plone to WordPress;
  - Developed and implemented the new IT policies and procedures; deployed user access forms for departmental IT security control;
  - PUC DMS enhancement for electronic filing (eFiling);
  - ERS has implemented Phases 2 and 3 of Act 153/2012 and Act 163/2011;
  - EUTF prepared W-2 employee and employer contribution amounts for several departments based on Affordable Care Act requirements; HGEA Favored Nation refund project to calculate premium refunds to employees.

- How do business/IT projects align with the Governor's New Day Plan?

  - Where a common ground can be established that serves both parties, ERS is looking to align with the Governor's New Day Plan. An example of this would be data exchange of Payroll, Personnel, Vacation and Sick Leave, and Death notification information;
  - The IT infrastructure upgrade will better position the department for ERP, which is part of the Governor's New Day Plan;
  - EUTF is starting to work with various departments to share employee demographic information, starting with the DOE.

- How do the department's current projects help achieve the business and technology transformation for the State of Hawai'i?

  - The replacement of the updated network equipment allows the network to be manageable, and offers higher bandwidth and network stability and reliability so that the data transfers and access to the internal and State network are more efficient.
  - In November, the Unclaimed Property System was upgraded. The new UPS 2000 system should position B&F to proceed with the digital archive and process automation. The new server is moved to ICSD's computer room to ensure physical security, and to enable us to utilize the backup infrastructure to back up and safeguard the data properly;
  - PUC updates to DMS and website improve accessibility to the Commission's information and services;
  - EUTF is starting the process to exchange employee demographic information with other departments. EUTF also has redesigned its website for mobile access and ADA compliance. EUTF continues to reduce paper usage by scanning all enrollment documents into electronic format.

- How do projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance)?

  - Virtualizing B&F servers utilizing OIMT's VM infrastructure will ensure faster system recovery in case of disasters, and reduce the cost of procuring new hardware and maintenance; the department is also interested in OIMT's proposal of simplifying and consolidating common hardware and software procurement and administration.
  - By providing secure data exchanges, ERS has significantly reduced paper and has enabled the use of workflow efficiencies; ERS will also be working to modernize and re-engineer its investment and accounting functions during the latter portion of FY 2014; ERS would like to participate in the streamlining and consolidation of selective procurement activities such Microsoft licenses, personal computers, laptops, mobile devices, Oracle licenses, etc.
  - EUTF is working to reduce errors by facilitating the exchange of employee demographic information with other departments; EUTF is also on the pilot program to move its email system to the cloud using Microsoft Office 365; EUTF is looking to upgrade its telephone system to a cloud-based system, which would allow more-flexible use in the case of a disaster.

Information about your Department:

- **Things to know about the department:**
  refer to http://dbedt.hawaii.gov/overview

- **Department website:** http://dbedt.hawaii.gov

Key Applications:

- IBM Notes

  - **Legislative Tracking System (LGS)** —
    created internally by DCCA
  - Document Tracking System (DTS)

- GIS for the State
  (maintained by the Office of Planning)

- Creative Industries Division

  - Film permit log
  - Purchase order log

- **HHFDC** — Microsoft Great Plains HTDC —
  QuickBooks Pro

Key IT Initiatives/Opportunities:

- The organization is very creative in identifying ways
  to use social media, forwarding its email to Gmail
  to enable receipt on an iPhone or Droid-type phone
  and increase email storage; saving mail to personal
  hard drives; using WIKI forms; outsourcing VoIP;
  using Google Docs for file share; using Skype.

- For the State's GIS, historically ICSD provided file
  server and IT technical support; OP provided
  overall policy direction, database management,
  and user application support. Note that the file
  servers and databases are used by all State
  agencies. OP and ICSD jointly planned for system
  upgrades/growth/evolution. Infrastructure was
  generally part of ICSD's budget. In recent years,
  due to budget and staff cuts, ICSD has found it
  difficult to maintain previous levels of support.
  In addition, there has been a significant deterioration
  in the partnership that had been in place for many
  (15+) years. There have been many system problems,

with significant downtime, so that State GIS users
would like ICSD removed from support of the State
GIS. OP has been investigating alternatives.

- **No data center** — just a space for servers within
  an office.

Your Key Business/IT Portfolio:

IT Quick Wins

- Ability to do email blasts
- Electronic signatures coupled with Document
  Tracking System (DTS)
- Improved document management system
- IT solution that supports use of credit cards
- Electronic signatures/paperless transactions
- Getting to a paperless environment

- Key business/IT accomplishments in FY 2012–2013:

  1. Email system was moved from a locally hosted
     IBM Domino/Notes system to the IBM SmartCloud
     cloud-based email system

     1. 25GB storage available for email
     2. 5GB storage available for file sharing
     3. Online collaboration tools (document editing/
        sharing, conferencing, desktop sharing, etc.)

  2. Conference rooms in No. 1 Capitol District (NCD)
     building upgraded with Skype capability,
     HD-quality Polycom video conference system

  3. Wireless (Wi-Fi) networking enabled for most
     DBEDT areas of NCD and Leiopapa A Kamehameha
     (LAK) building

  4. Wired network in NCD and LAK has been upgraded
     and standardized with Layer 3 Power-over-Ethernet
     Gigabit Cisco equipment, as well as being secured
     with a Cisco security appliance

  5. Continuing the process to update all the
     department's websites to conform to the State
     website standard

**DONN YABUSAKI,
INFORMATION SYSTEMS MANAGER FOR THE DEPARTMENT
OF COMMERCE AND CONSUMER AFFAIRS (DCCA)**

"Within the EA Committee everyone talks about their initiatives and a lot of frank discussions happen. Because the meetings are very interactive and collaborative, people walk away with a sense that not only are we getting things done — but that the right decisions are being made."

10.3.6 DEPARTMENT: COMMERCE AND CONSUMER AFFAIRS

Information about your Department:

- **CIO Name: Donn Yabusak**i

- **Department website:** http://www.hawaii.gov/dcca

Your Current Business/IT Environment:

- Business/IT Mission and Vision: DCCA's Information Systems and Communications Office (ISCO) works to ensure all of the divisions' greater effectiveness and efficiency by providing network, infrastructure, and software guidance and support. In order to accomplish this, ISCO is working to fundamentally transform the way DCCA collects, analyzes, and presents data for Hawai'i's businesses, professionals and consumers by equipping our staff with the latest technologies, and implementing cutting-edge, world-class tools, while maintaining alignment with the State's IT-IRM Transformation goals.

- Description of Business/IT Environment: ISCO works to identify and deploy technologies that can be leveraged to better serve and protect businesses, professionals, and consumers.

- IT Systems and Applications:

Key Applications:

- Applicant/Licensing Integrated Automated System (ALIAS)
- Business Registration Information Management System (BRIMS) — business registration system
- Registered Document Processing and Management System (RDPMS) — electronic documents and workflow system
- HI Insurance Division System (HIDS)
- Complaint Management System (CMS)
- Financial Institution Management System (FIMS)
- Director's Office Referral System
- Legislature Tracking System (LTS)
- Employee Leave System (ELS)
- In/Out Board
- Incident (Bug) Tracking System (ITS)
- RICO Citation Database (Citation)
- Computer Account Request (CAR) System
- Request for Action (RFA)
- Request for Services (RFS)

- State-Certified Arbitration Program (SCAP)
- Licensing Advisory Board Members Database (License Boards)
- Conference Room/Equipment Reservation System (CRERS)
- Investment Advisors/Broker Dealers/Mutual Funds/Franchises (IA/BD/MF/FR)
- DCCA Financial System (4Gov/DILOG)

Key IT Initiatives/Opportunities /Challenges:

- ISCO is looking at ways to improve the financial system; the biggest problem is that DAGS will not give them additional accounts for payments; insurance, financials, etc., are all entered into one account.
- Paper money is not deposited quickly. To eliminate duplicate data entry, DCCA's financial system needs to be integrated with FAMIS or its replacement.
- Need better video conferencing to drive down the cost of flying people in from Neighbor Islands.
- Microsoft Windows XP will sunset in April 2014. Of DCCA's more than 400 users, we have 172 XP desktops remaining. Since these desktop are not currently scheduled for replacement, upgrading them in-place from XP to Windows 7 will be very difficult. While running a virtual desktop is a viable option, the added cost of software licenses for two desktops per user is very cost-prohibitive, so we are considering upgrading existing servers and services to the Windows 2012 server platform.
- Solutions branch is preparing for the replacement of five major Oracle Forms systems with an enterprisewide, highly customizable Business Process Management System with workflow, document and process management tools.
- Need to perform business process re-engineering to provide efficiencies and upgrades to enable analysis and reporting of business performance through the use of dashboards.
- Just beginning a project to enhance the Computer Account Request (CAR) system.

Your Key Business/IT Portfolio:

IT Quick Wins

- Integrate the DCCA financial system and other custom applications with the central financial system to eliminate duplicate data entry.
- Increase the automated clearinghouse (ACH) processes to speed the deposit of monies into the State's treasury.
- Allow initial online applications for professional and vocational licensing.

- Need a more efficient way to allow for more-timely transfer of Legislature data to DCCA during Legislative sessions
- **Disaster Recovery** — DCCA now maintains critical server backups off-site at Switchnap, located in Las Vegas, Nevada; the application software resides locally at DCCA.

- **Key business/IT accomplishments in FY 2012–2013:**

  We have completed the installation of the Avamar backup system, which is providing off-site storage and disaster recovery. DCCA's servers are currently 82% virtualized using VMWare. In addition to this, we have also upgraded network infrastructure, firewall, and Internet security software.

- How do business/IT projects align with the Governor's New Day Plan?

  Because DCCA's plans were already in alignment with the Governor's New Day Plan, ISCO's projects are also in alignment with the Governor's New Day Plan. DCCA's projects are intended to modernize our systems and operate in the enterprise environment as defined by the New Day Plan.

- How do current projects help achieve the business and technology transformation for the State of Hawai'i?

  ISCO's current projects are the result of identifying technologies that allow us to operate more efficiently and offer a wider range of services to the public, without the need to increase staff or operating expenses. These projects coincide with goals to achieve the business and technology transformation for the State as a whole.

- How do projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infra structure, and establish oversight management and governance)?

DCCA is working closely with OIMT by participating in numerous working groups and councils. This close participation has allowed us to align our projects with OIMT's Top Three Strategies. The department has ongoing efforts to re-engineer our processes and applications, and we are in the process of replacing some decades-old applications. Because these applications require modern technology and infrastructure, the department has recently completed major infrastructure projects (server virtualization, off-site backup, etc.) that will allow us to proceed with the deployment of new application software. In addition to this, we are laying the foundation to provide for improved business process analysis and better, increased transparency of the metrics associated with our major Mission Applications. All of this is being done in close alignment with OIMT policies and goals.

10.3.7 DEPARTMENT: DEFENSE

Information about your department:

- **CIO Name: Colonel Reynold T. Hioki**

- **Things to know about the department:**

  1. The department partnered with the University of Hawai'i to develop a cyber-range and held a cyber-security exercise in August, which fostered an exponential leap in cyber-security awareness and collaboration between all levels of governmental and non-governmental agencies in Hawai'i.
  2. The department, through the Hawai'i National Guard, has deployed satellite-based emergency IT communication packages statewide to support county emergency operations centers.
  3. Department users regularly operate on several federal department networks to include the U.S. Army, U.S. Air Force, and the U.S. Department of Veterans Affairs, in addition to the State DOD network.
  4. The Hawai'i Air and Army National Guard, the State's militia, are part of the Department of Defense.
  5. 87% of the HI Army National Guard were deployed between 2004–05, the highest percentage of any state since 9-11.
  6. The Royal Guard is made up of current HI Air National Guard members who have native Hawaiian blood. The ceremonial unit wears uniforms similar to those worn in the late 1800s, and just recently celebrated the 50th anniversary of their recreation.

  7. Fort Ruger, headquarters to the Department of Defense, is regularly used to portray Honolulu Police Department facilities on the popular TV series Hawaii Five-0.

- **Department website URL:** dod.hawaii.gov

Current Business/IT Environment:

- **Business/IT Mission and Vision:** Consolidate current department IT networks to one advanced, standardized enterprise environment that meets the diverse IT business needs of all divisions and staff/special offices. This targeted environment will directly align and integrate with the future-state enterprise environment currently under development by the State CIO.
- **Description of Business/IT Environment:** The current IT environment includes a diverse collection of systems and networks, with opportunities for integration and core services expansion.

Key Applications:

- **WebEOC** — State-standard crisis information management system (CMIS) used to manage emergency operations and collaborate with responding mission partners. This system also provides the capability to document the status and history of emergency operations carried out.
- **Hawai'i Region Secure Server (HRSS)** — Department-standard SharePoint-based information sharing and collaboration platform that supports departmental and other responding mission-partner activities during State emergencies.
- **Mobile Emergency Response Command Interface (MERCI)** — iPhone/iPad-based damage assessment tool that facilitates urgent collection of detailed damage assessment data. The MERCI system securely uploads collected information real-time from the field to decision makers, where the data can be analyzed and actions taken.

Challenges, Opportunities and the Road Ahead:

- **Challenges and opportunities the department is facing in implementing business/IT projects:** Many of the department's systems are mission-critical and required to support both day-to-day operations and all phases of a State emergency response. As such, the department strives to develop fully redundant and fault-tolerant systems that virtually guarantee continuity of operations of core services.

- **Next steps the department is taking on these projects:** The department is integrating satellite/cell-based services into both day-to-day and emergency systems to augment standard terrestrial service solutions. These technologies will substantially increase the reliability of all departmental systems.

- **Current initiatives/opportunities:**

  1. **State Active Duty System** — A new departmental military orders publishing system is being developed to rapidly publish orders to support State emergencies. This system is expected to significantly streamline the current military orders publication system that consists of a more than 20-year-old dBase III legacy system.

  2. **Network of Care website** — In partnership with State DOH and DAGS, the DOD developed an interactive website to provide service members, veterans, and their families with a one-stop-shop for virtual advocacy. This public service brings together critical information for all components of the veterans' community, including veterans, family members, active-duty personnel, reservists, members of the National Guard, employers, service providers, and the community at large. It also enables these individuals to access jobs, services, and support groups, to store personal records in a secure environment, and much more.

  3. The Hawai'i National Guard is partnering with the University of Hawai'i to develop a cyber-range that will be used by academia, industry, government, military, and community to facilitate the overall development of the computer network security domain in the State of Hawai'i. The cyber-range is expected to support awareness, exercises/gaming, education/training/certification, research and development/testing/demonstration, and other computer network security activities.

  4. The Hawai'i National Guard is in the initial phase of developing a deployable State-centric computer network security response capability to support network security incidents in the State of Hawai'i. This capability will consist of both Army and Air National Guardsmen trained and certified in computer network security operations.

Key IT Initiatives and Opportunities/Challenges:

IT Quick Wins

Need:

- Fully engage with OIMT planning process to leverage statewide enterprise architecture and core services under development.

- Consolidate departmental network enterprise, and benefit from resulting efficiencies.

- Organize, train, and equip departmental IT security personnel to provide the State of Hawai'i with computer network security capabilities that can actively respond to adverse computer security-related incidents.

- Deploy advanced technologies to include VoIP phones, virtualization, and high-speed bandwidth services.

- What are your department's key business/IT accomplishments in FY 2012–2013?

  - Deployment of satellite-based emergency communication packages to islands of Kaua'i, O'ahu, Maui, Lāna'i, Moloka'i and Hawai'i during the statewide Makani Pahili 2013 hurricane exercise. Leveraged support from California Air National Guard communication units that deployed personnel and equipment to support this exercise.

  - The HING, in partnership with UH, developed a cyber-range which served as the cornerstone that supported a State-sponsored cyber-exercise that included participants from DOD, State of Hawai'i, FBI, UH, and other computer security entities. This exercise fostered an exponential leap in cyber-security awareness and collaboration between all levels of governmental and non-governmental agencies in Hawai'i.

- The department migrated from two to one network domains to consolidate departmental IT services and to increase efficiencies.
- The department's IT resources were reorganized to provide IT customer support to all departmental personnel.

- **How do business/IT projects align with the Governor's New Day Plan?**

  1. **Education** — DOD personnel actively partner with high schools in technology programs to include the competitive Cyber Patriot cyber-security and Robotics technology programs as well as the Cyber Hui cyber-security professional community. The DOD is also actively engaged with the University of Hawai'i to development an innovative cyber-range that is envisioned to support cyber-security awareness, exercises/gaming, education/training/certification, research and development/testing/demonstration, and other cyber-security activities. Lastly, the DOD is working to appropriately transfer excess IT equipment to the State to augment existing equipment.
  2. Technology and Innovative — DOD is in the initial phase of developing a deployable State-centric computer network security response capability to support network security incidents in the State of Hawai'i. This capability will leverage technical expertise from National Guardsmen who will be trained and certified in computer network security operations.

- **How do current projects help achieve the business and technology transformation for the State of Hawai'i?**

  1. DOD IT personnel are actively participating in critical State IT enterprise working groups to assist with business and technology transformation. The department is pursuing advanced technologies to include VoIP phones, virtualization, high-speed bandwidth services, applications, and other core services in alignment with envisioned State IT enterprise architecture.
  2. DOD personnel are actively pursuing a technical solution to appropriately sign and encrypt government data to provide information assurance services. Specific focus is to federate this capability with federal, state, and local agencies.

- **How do projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance)?**

  1. Efforts are under way to understand business processesal to integrate into the Enterprise Resource Planning (ERP) system currently under development. For example, the State Active Duty process has been documented for future ERP incorporation. Other department services are being reviewed for migration and hosting by the State virtualized core services.
  2. All network infrastructure is being upgraded to include management capability and high-bandwidth capacity. Where appropriate, fully redundant and fault-tolerant systems that virtually guarantee continuity of operations of core services are being pursued.
  3. The department recently established a Chief Information Officer (CIO) who has oversight of all IT equipment and services. The CIO has since established a department IT Council at the division level for governance issues and IT coordinators to provide technical support at the customer level. Lastly, technical certification for both users and administrators is currently being pursued.

State of Hawai'i
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A highlight of department activities.

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10.3.8 DEPARTMENT: EDUCATION

Information about your Department:

- **CIO Name: David Wu**
- **Things to know about your department (factoids)**: Approximately 180,000 students served, one of the top 10 largest districts in the nation.
- **Department website URL**: www.hawaiipublicschools.org

Your current Business/IT environment

- **Business/IT Mission and Vision**: For DOE's strategic plan, see http://www.hawaiipublicschools.org/ VisionForSuccess/AdvancingEducation/StrategicPlan/ Pages/home.aspx

  - DOE Goals

    i. **Student Success:** All students demonstrate they are on a path toward success in college, career, and citizenship.
    ii. **Staff Success:** The department has a high-performing culture where employees have the training, support, and professional development to contribute effectively to student success.
    iii. **Successful Systems of Support:** The system and culture of the department work to effectively organize financial, human, and community resources in support of student success.

  - IT Goals/Mission:

The mission of OITS is to partner with DOE stakeholders to provide systems of support, and enable student achievement and staff success by:

- Modernizing our IT systems and infrastructure
- Supporting 21st century learning
- Providing best-in-class customer support to our schools and offices

- **Description of Business/IT Environment:** Although much progress has been made, many systems require modernization.

- IT Systems and Applications:

Key Applications:

- FMS — current financial system (interfaces via FTP transmittals to FAMIS and Payroll).
- Educational Focused Systems: DSI (Learning Management), eSIS (Student Information Management), eCSSS (Student Case Management), FMS (ERP Financials and Procurement), and K-12 LDS (Longitudinal Data Analysis).
- Maximo for facilities repair and capital dollar tracking.
- eHR system to recruit and hire teachers, aides, and administrators.

Key IT Initiatives and Opportunities/Challenges

- New financial system, specifically an ERP solution, is on top of the DOE list (leveraging a Gartner Study from 2009 and upgrading the specifications).
- Building out a new primary data center.
- Organization is pursuing a form of electronic signatures via two pilot projects.
- **Upgrading the network in every school during the next three years** — three schools per month (wireless is also part of the equation).

Key Business/IT Portfolio

IT Quick Wins

- Leverage DOE's standards and processes; e.g., governance, PMO (under development), performance measurements, disaster recovery, and collaboration.

- Leverage DOE's new data center for at least critical server disaster recovery and/or alternate support site.

- **Key business/IT accomplishments in FY 2012–2013:**

  1. Completion an extensive reorganization of the Office of Information Technology services.
  2. Implementation and rollout of an SSO (single sign-on) project statewide, allowing our employees to sign into 14 of our most-often-used systems with a single password.

- How do business/IT projects align with the Governor's New Day Plan?

  1. Our Common Core Digital Curriculum projects promote the use of digital devices in the classroom and linking these devices to a standardized curriculum.

  2. Our Converged Network Infrastructure project is modernizing our school networks for 21st century learning, dramatically increasing the amount of Internet bandwidth available to schools.

- How do current projects help achieve business and technology transformation for the State of Hawai'i????

- How do department projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance)?

  1. Our participating in the State's ERP project is deep, as we are key stakeholders.
  2. Our data center plans were coordinated closely with OIMT.

The DOE has one of the highest participation rates in the OIMT workgroups.

10.3.9 DEPARTMENT: HAWAIIAN HOMELANDS

Information about your Department:

- **CIO Name: Linda Inouye**

- **Things to know about the department:**

- **Department website URL:** http://dhhl.Hawaii.gov

Current Business/IT Environment

- Business/IT Mission and Vision: DHHL's mission is to reaffirm and assert Trust status; ensure the financial well-being of the Trust; provide excellent customer service; and deliver diverse homesteading opportunities.

- **Description of Business/IT Environment:**

Key Applications:

- The Applicant/Lessee, Recordation and Mortgage Loan Systems are more than 20 years old (although they are continuously being updated and the application was recently upgraded), are managed in-house, are minimally effective, and are partially documented.
- The Department of Hawaiian Home Lands (DHHL) has LAN and WAN connectivity. The WAN allows Neighbor Island branch offices connectivity to the Kapolei main facility through thin clients over PCoIP. The WAN and LAN are configured for file sharing, printing, and access to internal resources, as well as State of Hawai'i resources and the Internet.

- Homestead Services Division (HSD) utilizes the Recordation System; HSD and Fiscal Office utilize the Mortgage Loan System and all divisions utilize the Applicant/Lessee System and Oracle Financial Management System (FMS); DHHL uploads information from the FMS (10 years old) to the FAMIS system.

Challenges, Opportunities and the Road Ahead

- The department is challenged by limited disk space, as we have a fully populated SAN that is at end of life; ever-expanding backup window as data keep growing; security concerns; storage and accessibility of physical files; and outdated, minimally effective key application systems.

- **Next steps the department is taking on projects:** DHHL is currently in the process of imaging the physical applicant and lessee files and, depending on the success of this first phase, may image additional physical records in other divisions and offices. The department shall be bidding out a replacement SAN/EVA and is looking to hire a consultant to assist with the modernization of the outdated key application systems.

Key IT Initiatives and Opportunities/Challenges

- Modernization and integration of key applications (Applicant/Lessee System, Recordation System, Mortgage Loan System) with GIS, financial and imaged data.
- DHHL needs a concrete electronic methodology for managing The List (see "Departmental Items of Note").
- DHHL would like to devise a way to track and/or communicate why lands are handled in a certain way. They need to be able to provide rationale so that outside entities will understand and to help address the backlog.
- A real need is integrated data (GIS, loans, demographic information, leases, applications, and genealogy).
- Another area of need is the ability to view online who owns surrounding lands to be able to work with other departments.
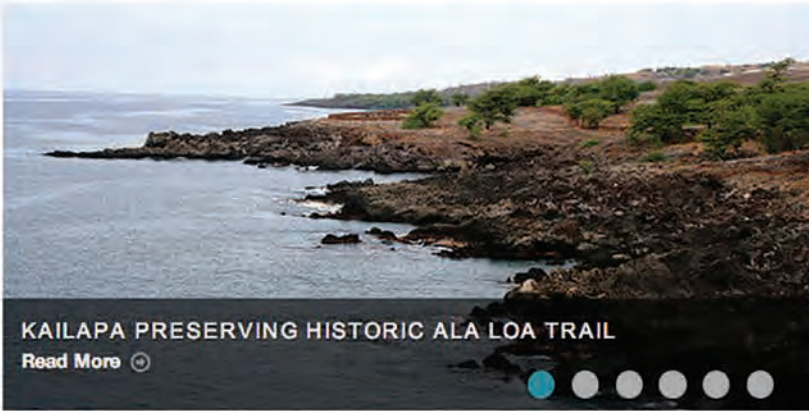
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Beneficiary Consultations

Nānākuli-Wai'anae Community Meeting

Posted on December 16, 2013

Here is the presentation from tonight's Nānākuli-Wai'anae Community Meeting. Download the Nānākuli-Waianae Community Meeting Powerpoint PDF   Print PDF

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Kalawahine, Kekaha Star-Advertiser Q&A

Posted on December 16, 2013

Star-Advertiser questions and DHHL answers submitted to the paper on Dec. 12, 2013. • Why have the problems in Kalawahine related to settling and water infiltration taken so long to resolve? Some of the homeowners have been complaining for more than a decade, I'm told. DHHL's current administration has taken steps to investigate and analyze [...]

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La'i 'Ōpua Celebrates New Health Center

Posted on December 12, 2013

KEALAKEHE, HAWAI'I – La'i 'Ōpua Hawaiian homesteaders joined the West Hawai'i Community Health Center (WHCHC) in celebrating the beginning of construction for a new health care center on Hawaiian home lands in Kealakehe. Government officials and community leaders joined La'i 'Ōpua and WHCHC in blessing the grounds of the first phase of a medical and dental facility near [...]

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New Solar Leasing Program on Moloka'i

Posted on December 10, 2013

Program could save Moloka'i homesteaders $3,000 a year on electricity HO'OLEHUA, MOLOKA'I – Moloka'i residents pay among the highest electricity bills in the nation. But a new solar photovoltaic leasing program aims to change all of that. A new partnership between Moloka'i Habitat for Humanity and Kala Power hopes to save Moloka'i families an estimated [...]

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Posted on December 3, 2013
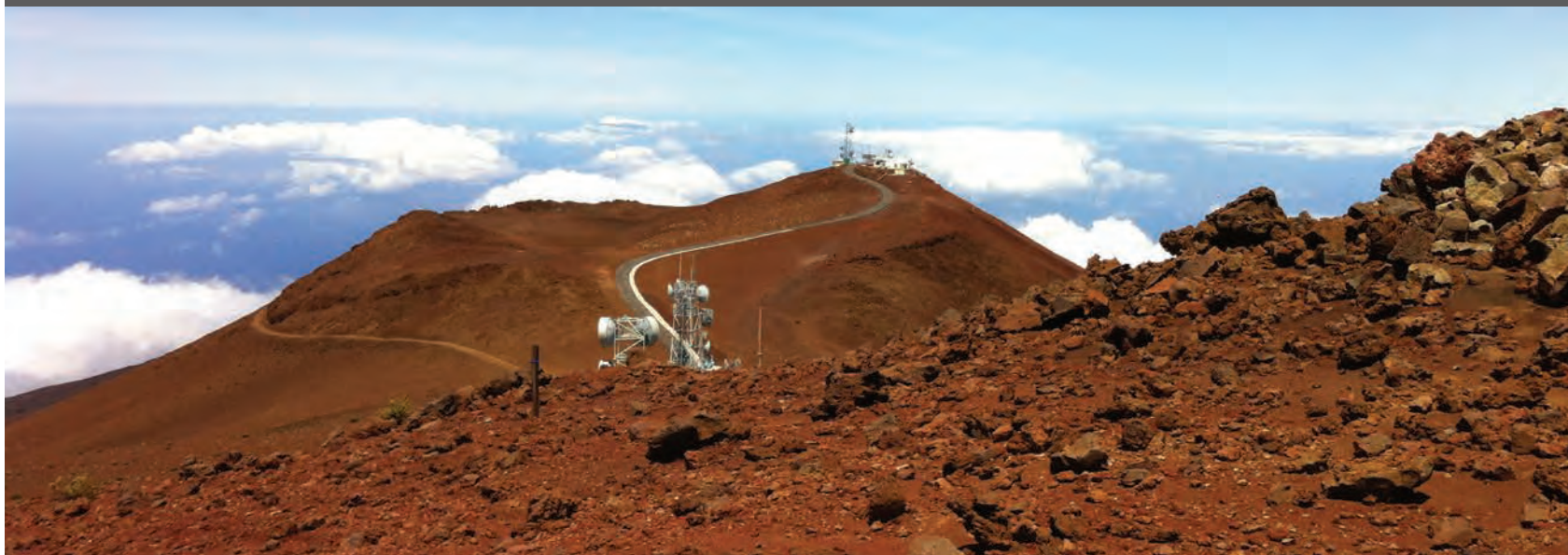
- Would like to be able to provide central servers for sharing information among distributed teams, as well as provide a system upgrade due to capacity issues.
- In working toward the mission, applicants qualify by being 50% Hawaiian and by meeting financial qualifications. They are then put on a waiting list (i.e., "The List"). A measurement of success is how many applicants have been moved off The List. There is no means for applicants to apply or obtain status information online. Managing The List is an issue due to a lack of information between entities. A ~$3M request made for a beneficiary study was denied during a previous Legislative session. A $1.5M request was made in the FY 2015 executive budget request for a Wait List assessment.

Key Business/IT Portfolio

IT Quick Wins

- Provide online access for current constituents, including minutes and community.
- Provide an interface for current constituents to add/update their information.
- Post Wait List online.

  - **Department's key business/IT accomplishments in FY 2012–2013:** The key accomplishments in FY 2012–2013 include assisting HSD with bid preparation for a vendor to convert physical applicant and lessee files into digital format for storage and access in the cloud (ongoing);

purchasing, installing and configuring a replacement LAN firewall appliance to connect to the State of Hawai'i NGN backbone per ICSD connectivity policy; desktop refresh to MS Windows 7 (ongoing); updating and reconfiguring VMware ESXi hosts and VMware view clients to latest versions, including VMware objects between cluster servers to load balance and leverage hardware resources; upgrading all Neighbor Island VM view clients to MS Windows 7; converting Utility Star Standard Water Billing Access 97 application to Utility Star Gold SQL database; replacing color laser printers with color copiers/printers; and delivered and is installing statewide network scanning/copying functionality.

- **How business/IT projects align with the Governor's New Day Plan:** DHHL's business/IT projects align with the Governor's New Day Plan by supporting staff in better serving our native Hawaiian beneficiaries.

- **How current projects help achieve business and technology transformation for the State of Hawai'i:** DHHL has virtualized the Neighbor Island offices and most of the servers, in preparation for the move to the State's planned data center.

- How department projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance): The department is working on modernizing the key applications and is in the process of digitizing critical physical documents.

10.3.10 DEPARTMENT: HEALTH

Information about your department:

- **CIO Name: Dwight Bartolome**

- **Things to know about your department:**

  Promotes healthy living and insures a healthy environment for the people of Hawai'i

- **Department website URL:** http://health.Hawaii.gov/

Current Business/IT Environment:

- **Business/IT Mission and Vision:**

  1. **Vision:** Healthy People, Healthy Communities, Healthy Island
  2. **Mission:** To protect and improve the health and environment for all people in Hawai'i
  3. **IT Mission:** Develop, implement, and service information systems that contribute to the efficiency and effectiveness of the Health Department.

- **Description of Business/IT Environment:**

  1. Partnerships and data sharing and exchange with organizations and stakeholders are broad and far-reaching; encompasses coalitions, working groups, businesses, non-profits, and others making up the healthcare community, environmental protection, and human services safety net.

Key Applications:

- Disease Outbreak Control and Emergency Preparedness and Response:

  - Electronic Communicable Disease (ECDR)
  - Public Health Sentinel Surveillance System (PHS3)
  - Electronic Lab Reporting (ELR)
  - Laboratory Information Management System (Starlims)
  - Hawai'i Immunization Registry (HIR)
  - Response Manager (RM)
  - Incident Management System (ETEAM)
  - Public Safety Incident Management System (PSIMS)
  - Resource Management (Maximo)

- **Emergency Medical Services and Injury Control:**

  - Hawai'i Emergency Medical Services Information System (HEMSIS)
  - Trauma Registry

- **Social and Safety Net Services Health Plan Processing:**

  - Behavioral Health Management Information System (BHMIS AVATAR/ECURA)
  - Child Adolescent Mental Health Information System (CAMHIS) eVista
  - Developmental Disabled Client Services Tracking (DDCARES DDMIS)
  - Public Health Nursing System (PHNSYS)
  - Healthy Start and Early Intervention System (CHEIRS)
  - DHDS
  - WEB Information for Treatment Service (WITS)
  - Track Children with Special Health Needs (CSHN)

- **Communicable Disease:**

  - TB Screening/Registry (TIMS/TBMIS)
  - STD/AIDS Registry/Tracking
  - (STDR/HPMMS)
  - Hansen's Disease Registry/Tracking System

- **Genetic Disorder Women and Children Services:**

  - Newborn Metabolic/Hearing Screening
  - Birth Defects Registry
  - Child Death Review
  - Pregnancy Risk Assessment (PRAMS)
  - WIC Online Voucher System (SWICH)
  - Request/Process Reimbursements (CHCPoint)

- **Vital Records Registry: Birth, Marriage, Death:**

  - Vital Statistics System (VSS)
  - Electronic Birth Registration System (EBRS)
  - Electronic Death Registration System (EDRS)
  - Electronic Marriage Application and License Reporting System (EMRS)

- **Environmental Health Monitoring and Reporting:**

  - Hawai'i Environmental Information Exchange (HEIX)
  - Hawai'i Environmental Health Warehouse (HEHW)
  - Air Monitor Reporting System (ADMS)
  - Laboratory Management Information System (Starlims)

- **Permits and Licensing:**

  - Environmental Impact Statement (EIS)
  - Document Management System
  - CMS Nursing Facilities Tracking System (MMDS)
  - Electronic Permitting System (ePermitting)

- **Chronic Care Quality of Health Improvement:**

  - Behavioral Risk Factor Surveillance System (BRFSS)
  - Health Surveillance System (HSS)
  - Hawai'i Health Data Warehouse (HHDW)

- **Administrative Support:**

  - Employee and Position Management System (POINTS)
  - FAMIS/Data Mart Financial Reporting
  - Purchase Order Generation System
  - Payroll Reporting System Final Report
  - G1 Vacation/Leave Tracking System
  - Legislative Tracking System (LTS)
  - Correspondence/Contract Log
  - Contract Generation System (Contractgenie)
  - Grants/Contract/Financial Management and Reporting System
  - Pcard Reconciliation System

- **HPS Handicap Placard Registration and Query System**

Challenges, Opportunities and the Road Ahead:

- Challenges and opportunities faced in implementing business/IT projects:

  1. Most IT positions in DOH are federally funded exempt positions, so this limits how the department can use these positions because work assigned must be grant-related.

  2. Migrating DOH IT to be part to OIMT shared services transformation strategy. These initiatives include migrating DOH remote connection to the OIMT Onenet, converting to Office 365, and migrating DOH IT infrastructure to the OIMT virtual environment.

- **Next steps the department is taking on projects:**

  1. Completed planning of all DOH remote location connectivity from Frame Relay to RNS/MPLS. Migration effort starts January 2014.
  2. Migrate DOH Exchange and SharePoint service to OIMT Office 365 by completing migrations planning and developing funding strategy for this recurring cost.
  3. Move more physical servers to a virtual environment and participate in the OIMT Virtual Desktop pilot.

Key IT Initiatives and Opportunities/Challenges

- Electronic Medical Records (EMR): CAMHD conversion to RPMS; AMHD upgrading AVATAR system; DDD secured funding to procure an EMR solution.
- Work with Hawai'i Health Information Exchange so clinicians can meet public health meaningful use in the area of immunization, electronic lab reporting and syndromic surveillance.
- **Hawai'i Health Emergency Surveillance System:** disease outbreak reporting, confirmation, and alert notification.
- Complaints Tracking, Compliance Enforcement in the area of environmental variance permitting.
- Electronic Verification of Vital Events (EVVE); HI is one of eight states participating in the national initiative.

- Genetic Disorder Information System.
- WIC Electronic Bank Transfer (EBT); migrating to Web-enabled.
- Integrate social media into public information dissemination/education.
- Increase use of video and audio files to share information.
- Behavioral Health is developing/piloting TeleHealth using telepresence to provide psychiatrists in group therapy; catalyst for sharing to provide care for kids in Special Ed.
- Vital Records is adding civil unions and same-sex marriage application and license registration.
- Use of SharePoint (under way) to increase collaboration and document sharing/tracking, documentation management.
- **Increased access to data:**
  - Hospital and community health data
  - Insurance/claims data
  - County-level data

- DOE student data
- DHS Medicaid and child welfare data
- Program accomplishments/success stories, best practices, and case studies
- Current/future sponsored conferences, speaker sessions, trainings, public meetings, and events
- Employee dialog and views on public health initiatives

Key Business/IT Portfolio:

IT Quick Wins

- DOH views social networking as an important way to communicate with the public, but staff needs to be assigned to keep the information current.
- Expand/facilitate SharePoint initiatives (priority of the current administration):
  - Continue to build on the SharePoint intranet portal by training and having more users administer content for the portal

- Continue to leverage features that promote document sharing and collaboration
- Create additional workflows to streamline the review and approval process

- More user-developed applications that can leverage the capability of SharePoint.
- Begin strategic move to paperless environment and automate document workflow and tracking.
- Improve DOH intranet; outlying offices' connectivity is not good.
- Upgrade department website by migrating to WordPress.
- Cell phone consolidation.

- Resolve firewall issues at ICSD to facilitate using video streams.
- Create social networking policies, procedures, and training (e.g., Facebook, Twitter, YouTube).
- Assistance with Vital Records: upgrade for verification and issuance of licenses (civil unions); system is due out in January 2012, but needs to be up and running in December 2011.
- **Department's key business/IT accomplishments in FY 2012–2013:**

  1. Implementation of an electronic permitting system.
  2. Implementation of a food establishment inspection tracking system.
  3. Preparing Vital Records marriage system to accommodate civil union and future possibility for same-sex marriage.
  4. Streamlining the contract execution process by automating the process of generating the number of contract forms.
  5. Automated the T205 review/approval process using SharePoint workflow.
  6. Implementing Leave tracking system.

- **How business/IT projects align with the Governor's New Day Plan:**

  1. The key objective met was the streamlining of business processes through automation to improve staff productivity and increase quality of service to citizens of Hawai'i.

- **How current projects help achieve business and technology transformation for the State of Hawai'i:**

  1. Moving to OIMT OneNet, planning for Office 365 migration, and virtualizing servers and workstations will set DOH on a path toward the shared services technology of OIMT.
  2. Streamlining a number of business processes using technology is in line with OIMT business process re-engineering plans.

- **How department projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance):**

  1. Automating business workflows and moving to a more paperless environment require looking at new ways to meet processing objectives through re-engineering of current business processes.
  2. To position DOH within the shared services strategy of OIMT, upgrading technology and infrastructure are key requirements.

**BARBARA KRIEG,
DIRECTOR DEPARTMENT OF HUMAN RESOURCES**

" We have been fortunate to work with the Office of Information Management and Technology (OIMT) on various business transformation initiatives to include an in-depth review of the recruitment process and the establishment of a statewide Transformation Internship Program (TIP). The leadership and strategic vision provided by OIMT has reinforced the State's commitment to continue to invest in its people by introducing technology advancements that enable our state workforce to sufficiently respond to the needs of those we serve."

10.3.11 DEPARTMENT: HUMAN RESOURCES

The Department of Human Resources Development ("DHRD") provides timely and responsive leadership, resources, and services to fully support the State in the recruitment, management, and retention of a high-performing workforce.

DHRD conducts recruitment activities; provides guidance and support for personnel actions; classifies positions based on duties and responsibilities; ensures compensation of employees at proper pay levels; supports the collective bargaining process; directs effective employee-employer relations; administers workers' compensation benefits; and ensures a safe and healthy work environment.

DHRD's goal is to recruit and retain "the best and the brightest" employees, so that State government can deliver efficient and effective services to the public.

Information about your department:

- **CIO Name: David Keane**

- **Things to know about the department:**

  - HRMS services 17 State agencies not including UH, DOE, and HHSC
  - HRMS has more than 200 registered users
  - HRMS contains more than 1.5 million transaction records

- **Department website URL:** http://dhrd.Hawaii.gov

Current Business/IT Environment:

- **Business/IT Mission and Vision:**

  The Mission and Goal of the Department of Human Resources Development

- **Description of Business/IT Environment:**
- **IT Systems and Applications:**

  - PeopleSoft HRMS 8.3, AIX, Windows Server, and XP environments
  - Dell PowerEdge and Optiplex, IBM AIX, and Cisco Switch Gear

State of Hawaii
Department of Human Resources Development

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THE MISSION AND GOAL OF THE DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT

The Department of Human Resources Development ("DHRD") provides timely and responsive leadership, resources, and services to fully support the State in the recruitment, management and retention of a high-performing workforce.

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DHRD's goal is to recruit and retain "the best and the brightest" employees, so that State government can deliver efficient and effective services to the public.

Welcome Message

Director
Barbara A. Krieg

Deputy Director
Leila A. Kagawa

WHAT'S NEW

- DHRD Posts the State Observed Holiday Calendar for 2014 & 2015

- Executive Branch Training Catalog January – June 2014

- DHRD Announces 2014 (Jan-June) Safety Training Schedule

- Governor Abercrombie Releases FAQs for the Hawaii Marriage Equality Act

- DHRD Hosts Gov. Neil Abercrombie

- DHRD Opens New Communication Line

- DHRD Announces NEW P&P 601.001 – Discrimination/Harassment-Free Workplace Policy

- State of Hawai'i Announces: 2014 Spring Session of the Transformation Internship Program for College Students

- UPDATED: Affordable Care Act Employer Notice

- State Requests Proposals for Statewide Financial & Human Resources Management System

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Key Applications:

- HRMS (PeopleSoft) v8.3

- HRMS Modules
  - Position Management
  - Personnel Transactions
  - Claims Management
  - Training Administration

- Workers Comp Access applications

- **Neo.gov recruitment system (stand-alone system** — stops at the point of providing a list of candidates)

Challenges, Opportunities and the Road Ahead:

- Challenges and opportunities faced implementing business/IT projects: Problems and challenges include budget and staffing issues.
- What are the next steps your department is taking on these projects? We are moving from a planning phase to an implementation phase in efforts to stabilize our operational systems.
- **Current initiatives/opportunities:**

  1. DHRDNet/HRMS Stabilization Project
  2. Migration from Windows XP to Windows 8

Key IT Initiatives and Opportunities/Challenges:

- **HRMS (PeopleSoft) PeopleSoft platform** — Have used PeopleSoft for about 15 years. Current version (v. 8) is no longer supported. It is heavily customized (20%–50%).
- New services or changes to the application.
- Restoring training and employee assistance counseling that were previously cut.
- Adding an EEO component for reasonable disability accommodations.

Key Business/IT Portfolio:

- **IT Quick Wins:**

  1. Alignment with OIMT's PCaaS, cloud services catalog initiatives, and systems consolidation efforts

- Enhance skills and/or solutions for end-user data query and reporting for items such as:

  - **Media inquiry** — some queries can take days.
  - Workforce profile is periodically performed and is very difficult to do.

- **Address no or minimal integration/interfaces:**

  - **Hiring lifecycle** — data re-entry from PeopleSoft to Neogov and then back to PeopleSoft.
  - **Pay lifecycle** — data re-entry from PeopleSoft to Payroll. Have to enter pre-tax benefit information, dependent care information, and medical information; this is not automatically sent to Payroll.
  - Currently, DHRD sends a file/document and it gets re-entered. This process introduces a great number of errors and differences.
  - One of the biggest issues is overpayment because of the timing of when an employee leaves and when they are actually removed from the payroll. It can take several weeks/months to communicate to Payroll.

- **Key business/IT accomplishments in FY 2012–2013:**

  1. Replacement of our Cisco switch gear equipment
  2. Begin migration from the existing (P)hysical to (V)irtual server environment
  3. First implementations of Windows 8 into our production environment

- **How department projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance):**

  1. DHRD's technology and infrastructure modernization efforts are in keeping with OIMT's move toward a more centrally managed and secure environment. These efforts will enable DHRD to assign certain technology-related responsibilities (including systems and server administration, database administration, and security and networking) to the central agency, while refocusing its scarce technical resources on mission-critical and value-added services.

10.3.12 DEPARTMENT: LABOR AND INDUSTRIAL RELATIONS

Information about your Department:

- **CIO Name: Jade T. Butay**

- **Department website URL:** http://labor.hawaii.gov/

Current Business/IT Environment:

- **Business/IT Mission and Vision:** To administer programs designed to increase the economic security, physical and economic well-being and productivity of workers, and to achieve good labor-management relations in accordance with Section §26-20, Hawai'i Revised Statues. IT Mission and Vision: To apply state-of-the-art technology to the fullest extent to: increase efficiency, effectiveness and productivity; expedite/facilitate and enhance delivery of service to clients/customers; maximize utilization of scarce resources (dollars and employees); utilize Internet capabilities in a secure environment; and aggressively protect confidentiality, security, and integrity of data.

- **Description of Business/IT Environment:** §26-20 Department of Labor and Industrial Relations. The Department of Labor and Industrial Relations is headed by a single executive known as the Director of Labor and Industrial Relations. The department administers programs designed to increase the economic security, physical and economic well-being, and productivity of workers, and to achieve good labor-management relations, including the administration of workers' compensation, employment security, apprenticeship training, wage and hour, and industrial relations laws. The department shall also have the function of developing, preparing, and disseminating information on employment, unemployment, and general labor market conditions. The Labor and Industrial Relations Appeals Board provided for in Chapters 371 and 386 is placed within the Department of Labor and Industrial Relations for administrative purposes. The respective functions, duties, and powers, subject to the administrative control of the Director of Labor and Industrial Relations, and the composition of the Board provided by law. IT Environment: The DLIR network connects sixteen (16) locations, five (5) on O'ahu (Honolulu Main, Honolulu ICSD, Kaneohe, Waipahu WDD, and Waipahu UI), three (3) on Kaua'i (Lihue WDD, Lihue DCD, and Lihue DCD), three (3) on Maui (Wailuku WDD, Wailuku DCD, and Wailuku

UI), one (1) on Moloka'i, and four (4) on Hawai'i Island (Hilo, Hilo DCD, Kona WDD, and Kona UI) to the core computer room located on O'ahu. Six (6) sites communicate via RNS at 5mb speed, and one site connects via DSL modem. The remaining 10 locations utilize the State of Hawai'i's high-speed communication backbone known as the NGN (Next-Generation Network). Internet connectivity is provided by the State's Information and Communication Services Division (ICSD) through one non-secure connection on the NGN. The DLIR core switch and DLIR firewall in the Honolulu Main location secure and control external traffic, and separate internal networks.

The DLIR network consists of approximately 1,000 personal computers, 100 network printers, and 50 servers statewide. A majority of the PCs operate in the Windows 7 environment, with a few still using Windows XP. Each PC uses a static, private IP address to allow Internet access. The current network operating system is Windows 2003 or Windows 2008 with Windows Active Directory.

Key Applications:

- **Unemployment Insurance** — prints unemployment checks
- **Disability Compensation Information System (DCIS)** — shared database monitored and used by Workers' Compensation (WC) Temporary Disability Insurance (TDI) and Prepaid Healthcare (PHC) programs.

- **Workforce Development** — job banks/Geosol
- **Public assistance systems** — various cost accounting systems (CASs) — a timesheet system that feeds FAMIS; supports UI, WDD, and HIOSH
- Interactive Voice Response System (IVR)
- **HCRC Custom Database** — tracks discrimination cases
- **WSD Employer Information Database** — emerged from DCD and then UI databases

Challenges, Opportunities and the Road Ahead:

- **Challenges and opportunities the department is facing in implementing business/IT projects:** There are two major challenges facing the DLIR to implement business/IT projects: first: a source of funding to create a DLIR IT budget that will meet the State's Business and Technology Transformation Plan; second: an nadequate number of IT staff positions with the required training and skill sets to support new technologies.

- **Next steps the department is taking on these projects:**

Key IT Initiatives and Opportunities/Challenges:

- Want to be able to link information with DCCA to help people find jobs and/or retrain.
- Want to be able to link information with DBEDT to understand labor needs (increases and decreases).
- Want to be able to link information with the University of Hawai'i to assist job seekers with their career development and increasing knowledge/skills.
- For planning purposes, DLIR, Department of Tax, and DCCA need to know when a new business comes to Hawai'i.
- IT should support business services; DLIR has a great vision to better serve the community, but IT deficiencies are hampering its ability to deliver on that long-term vision; it needs more-efficient automation to free up people to deliver on that vision.

- **Examples of how IT can better support DLIR business services:**
  - Insurance companies could electronically send their renewals to them.
  - DLIR is pushing the use of Symantec across the department to reduce its security risk.

Key Business/IT Portfolio:

IT Quick Wins:

SIDES — State Information Data Exchange System, or SIDES, is an automated response system used by State Unemployment Compensation Offices to collect claim-related information from employers and third-party administrators. The State of Hawai'i, Department of Labor and Industrial Relations, Unemployment Insurance Division, with support from ICSD, is in the process of developing a secure electronic-based system that enables communication and transmission of unemployment insurance separation information and other information between UI agencies and large multi-state employers or third-party agents (TPAs), as well as smaller employers. The SIDES employer website portion of the project will allow employers/TPAs to enter separation information into the system to allow electronic collection.

TOP — On September 30, 2008, the President signed Public Law 110-328, the "SSI Extension for Elderly and Disabled Refugees Act." Among other things, this Act amended federal law to permit the states to recover certain UC debts from federal income tax refunds under the "Treasury Offset Program" (TOP) operated by the United States Department of the Treasury. In response to Public Law 110-328, new statutes were required under HRS 383 to implement new requirements. Act 3 was signed by Governor Abercrombie on April 1, 2013 in an effort to improve the integrity of State UI programs. A new section will be added to allow deductions from individual federal income tax returns to recover delinquent debts under TOP, effective April 1, 2013. The State of Hawai'i, Department of Labor and Industrial Relations, Unemployment Insurance Division, implemented changes to the HUI benefit system to allow for the processing and collection of debts through the Treasury Offset Program. The project will increase benefit overpayment and delinquent tax

collections. Offsets can be applied to individuals with overpayments resulting from fraud or unreported earnings, and to employers with delinquent accounts.

- **Need defined standards and policies** — in particular, security standards so that DLIR will know what to buy to facilitate sharing of data and interfacing between systems.
- Network monitoring is needed to be able to see if the network is meeting users' needs.
- Need a standard mechanism to perform inventorying with automated discovery.
- Need a Tier 1, 2, and 3 escalation process supported by a contractor for IT problems the department cannot address.

- **Key business/IT accomplishments in FY 2012–2013:**

  The DLIR Disability Compensation Division (DCD):

  The DLIR-DCD replaced its aging hardware (six years in service) and unsupported Windows 2000 Server operating system (nine years in service) with current versions of Windows 2008 R2 Server built on a cutting-edge virtualized platform running VMware's vSphere 5 and View 5 Premier Desktop. This new environment allows DLIR-DCD to maintain operation of its Domino/Lotus Enterprise Integrator (LEI) and proprietary applications well into the future. DCD further upgraded its SQL program to Microsoft SQL 2012 and its Domino Application from version 6.5 to version 8.5 to comply with ICSD's standards for Lotus Notes email (ICSD hosts the DLIR-DCD Lotus Notes ID accounts).

  The newly installed virtualized environment of the DLIR-DCD reduced its server hardware infrastructure and benefited the State by reducing IT personnel support. The DLIR-DCD reduced the number of its physical servers from eight to three, with a fourth server being configured solely for backup purposes, thereby significantly reducing the maintenance required for upgrades and (security) patches. The client systems utilize Zero Client technology, whose support for applications and client operating systems is performed on the server instead of on each machine. Furthermore, the features of VMware (high availability and backup) and its storage system allow DLIR-DCD data to have a higher availability to our end users.

The EDPSO upgraded/replaced a nine-year-old Cisco 6506E, thus improving the speed and bandwidth of DLIR networks. There were communication upgrades (frame relay to Hawaiian Telcom's RNS network) made to seven offices located outside the DLIR on Oʻahu and the Neighbor Islands. The EDPSO also replaced a number of aging Cisco 10/100 switches to a faster 1G Cisco 3750X.

- **How do the projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance)?**

  The DLIR is investing its limited resources to upgrade its aging network infrastructure and to incorporate VMware on servers and desktops. This is in keeping with the Governor's New Day Plan by creating a structure that is focused toward the future and will allow this department to commit itself to developing new and innovative technologies that will better serve the citizens of Hawaiʻi.

10.3.13 DEPARTMENT: LAND AND NATURAL RESOURCES

Information about your Department:

- **CIO Name: Lila Loos**

- **Things to know about your department:**
  The Department of Land and Natural Resources, headed by an executive Board of Land and Natural Resources, is responsible for managing, administering, and exercising control over public lands, water resources, ocean waters, navigable streams, coastal areas (except commercial harbors), minerals, and all interests therein. The department's jurisdiction encompasses nearly 1.3 million acres of State lands, beaches, and coastal waters, as well as 750 miles of coastline (the fourth longest in the country). It includes State parks; historical sites; forests and forest reserves; aquatic life and its sanctuaries; public fishing areas; boating, ocean recreation, and coastal programs; wildlife and its sanctuaries; game management areas; public hunting areas; and natural area reserves.

- **Department website URL:** http://dlnr.Hawaii.gov/

Current Business/IT Environment:

- **Business/IT Mission and Vision:** The DLNR's Information Technology Office supports the department's mission is to enhance, protect, conserve and manage Hawai'i's unique and limited natural, cultural and historic resources held in public trust for current and future generations of the people of Hawai'i, and its visitors, in partnership with others from the public and private sectors.

- **Description of Business/IT Environment:**
  The DLNR IT Office supports more than 850 network connections located at 50 remote office locations throughout the State of Hawai'i from our main data center in Honolulu.

Key Applications:

- **SLIM** (State Land Information Management System) collects land inventory, encumbrances, leases, permits, licenses, easements, Executive Orders, and reports to the Legislature and county tax offices; information is collected from other agencies to which they need to report on fees/leases

- BCIS (Bureau of Conveyances Information System) provides conveyance recording, online searching, and ordering of documents

- Enforcement Management Information System reports time tracking, enforcement of complaints, investigations, reports, and activities

- National Flood Insurance Program is an assessment tool for floodplain management within federal, State and local flood regulation laws and ordinances; and it offers a newsletter

- BARS (Boating Accounts Receivable System) is used for commercial licensing and fees for small boat harbors, vessel registration of boat owners, and boat ramp use permits

- State Parks Reservation System

- Commercial Fisheries Licenses and Permits

- Nā Ala Hele Commercial Hiking Permits

- Recreational Freshwater Game Fishing License

- Civil Resource Violation System

Challenges, Opportunities and the Road Ahead:

- Challenges and opportunities faced implementing business/IT projects: A main challenge is providing high-speed bandwidth connectivity to remote office locations to support their field work necessary to protect our water, land, and forests.

- Next steps the department is taking on these projects: Utilizing the State's routing network system and installing high-speed leased Ethernet connections where feasible.

Making Hawai`i a Great Place to Live!
Department of Land and Natural Resources

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Mission Statement

"Enhance, protect, conserve and manage Hawaii's unique and limited natural, cultural and historic resources held in public trust for current and future generations of the people of Hawaii nei, and its visitors, in partnership with others from the public and private sectors."

(Photo: Maui Air)

The Department of Land and Natural Resources (DLNR) releases plan to ensure mauka watersheds are fully functioning so fresh water resources can be utilized and enjoyed by the people of Hawaii in perpetuity

NEWS RELEASES

12/17/13 – High-Tech Study Shows Hawaiian Petrel Parents Make Epic Journeys To Feed Their Chicks
Posted on December 17, 2013

12/13/13 – DLNR Issues Plea To Dog Owners As Returning Albatross Are Slaughtered
Posted on December 13, 2013

**Chairperson
William J. Aila, Jr.**

Contact
DLNR Main Office
Kalanimoku Building
1151 Punchbowl St.
Honolulu, HI 96813
Ph: (808) 587-0400
dlnr@hawaii.gov

Hotlines
DLNR Enforcement: 643-DLNR
Burials: (808) 692-8015

Permits
Camping: (808) 587-0300
Hiking: (808) 587-0166

Licenses
Fishing: (808) 587-0109
Hunting: (808) 587-0166

Civil Resource Violation System
Admin Proceedings Office
Ph: (808) 587-1496;

QUICK LINKS ...

- Administrative Rules
- Hunter Education Classes
- 2013 Legislative Proposals

- Current initiatives/opportunities: Increase network security and continue implementation progress with the department's business continuity initiative.

Key IT Initiatives and Opportunities/Challenges:

- Expand the Civil Resource Violation System to improve compliance with State laws and ordinances protecting Hawai'i's natural resources, in support of the Office of Civil Compliance
- Implement Phase III of the disaster recovery and business continuity plan
- Provide data replication through virtualization and storage area networks
- Implement change management to support essential business process engineering

- Improve the network infrastructure in the areas of bandwidth, services, and security

Key Business/IT Portfolio:

- IT Quick Wins: Increased IT staff by three specialists to provide dedicated support to program systems

IT Quick Wins:

- **Key business/IT accomplishments in FY 2012–2013:**

  1. Complied with the Federal Communications Commission's telecommunications narrowbanding channel spectrum for public safety users: Conservation and Resources Enforcement and Forestry programs
  2. Implemented a video conferencing system to increase public participation on the Neighbor Islands
  3. Continued development of the Conservation and Resources Enforcement's Management Information System

- **How do your business/IT projects align with the Governor's New Day Plan?**

  1. Continue information technology support to ensure proper enforcement of rules and laws that protect cultural resources and practices

- **How current projects help achieve business and technology transformation for the State of Hawai'i:**

  1. Align technology in support of the Office of Information Management & Technology for enterprise resource planning efforts

- **How department projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance):**

  1. Continue to utilize re-engineering guidance provided by OIMT
  2. Continue to establish routed network services for remote offices
  3. Continue to pursue transparency through dashboard participation
  4. Continue to work in alignment with OIMT through governance participation

10.3.14 DEPARTMENT: PUBLIC SAFETY

Information about your Department:

- **CIO Name: Judy Yamada**

- **Things to know about your department:** Public Safety provides correctional and law enforcement services.

- **Department website URL:** http://dps.Hawaii.gov/

Current Business/IT Environment:

- **Business/IT Mission and Vision:** To develop technological workflows that will enhance the delivery of services by our department.

- **Description of Business/IT Environment:** We support interfaces within other State agencies, have in-house applications, and provide user support.

Key Applications:

- Offendertrak (tracking/classifying inmates and parolees)
- Records Management System for Law Enforcement
- Statewide Automated Victim Information Notification (SAVIN)
- **eClinical Works** — Electronic Medical Records (near future)
- Financial Management System
- Hawai'i Paroling Authority Database
- Intake Service Centers Database
- CJIS-Hawai'i (HCJDC)
- Lotus Notes
- Correspondence Log
- Inmate Trust Account System

Challenges, Opportunities and the Road Ahead:

- Challenges and opportunities faced implementing business/IT projects: Because our staff provides more than just IT services, we don't have enough staff to address many issues. Training is needed to work with the opportunities as technology grows. As we move toward adding new databases to the State's network, we are looking forward to technology advancements.

- **Next steps the department is taking on these projects:** Learning to support and maintain these projects.

Key IT Initiatives and Opportunities/Challenges:

- The Justice Reinvestment Initiative (JRI) to review Hawai'i's criminal justice system has just begun.
- The department is trying to solve the problem of a lack of a common system for law enforcement and corrections; some data are being collected by PSD, while some are reported by contractors. However, there is central collection of data. A central database is needed. A Data Sharing Focus Group is identifying statute changes to address the blockage of pertinent information, which is contributing to the problem.
- PSD systems are antiquated and most of their applications are more than 10 years old; they want to learn more from other departments about modernizing/upgrading; they want more Web applications and open-source systems.
- An electronic records management system for each branch within the department would result in savings of paper, time, and space, and create overall efficiencies in the workforce.
- Need more real-time data in most of their systems, especially Offendertrak.
- Need automatic software upgrades across the board.
- Initiate NED's controlled substance prescription monitoring database (electronic medical records) to authorize physicians to have 24/7 access to improve patient treatment and deter attempts to visit multiple physicians to fraudulently obtain controlled substances (to be released soon).

State of Hawaii
Department of Public Safety

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ALOHA FROM THE DEPARTMENT OF PUBLIC SAFETY!

Our Mission Statement: To uphold justice and public safety by providing correctional and law enforcement services to Hawaii's communities with professionalism, integrity and fairness.

Services & Information

- Office of the Director
- Correctional Industries Advisory Committee
- Corrections Population Management Commission (CPMC)
- Crime Victim Compensation Commission (CVCC)
- Hawaii Paroling Authority (HPA)
- Hawaii Statewide Automated Victim Information & Notification System (SAVIN) Web Site
- Sex Offender Management Team (SOMT)
- Emergency Scheduling and Federal Scheduling Actions

Administration Division

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- Need to update their systems so they can status the overall prison population (location, health, prison records, etc.).
- Need better budget and expenditures management.
- Need more information sharing with other agencies and within the department, from medical services to inmate re-entry.

Key Business/IT Portfolio:

IT Quick Wins

- Need computer equipment and printers that share the same software throughout the department and that are compatible with other State offices, to allow document printing among offices.
- Need sufficient memory to facilitate printing large documents.
- **Procurement issues:** want to make IT purchases in bulk; need centralized IT procurement.
- Need a good security policy to address cyber-security.
- Need remote (VPN) access for IT staff.
- Need more help desk support; current backlog of 60 calls.
- Need a mechanism to facilitate sharing knowledge within the State's IT staff on IT-related issues and resolutions.
- Need a solution to address the sun-setting of XP in 2014.
- Need a single sign-on solution.

  - **Key business/IT accomplishments in FY 2012–2013:**

    - Upgrade of archaic applications for our facilities, fiscal, and personnel offices. Upgrade hardware/software for our admin users.
    - HPA application was updated and subscription notification was implemented.
    - Three locations were added to the NGN/iNet.
    - Upgrade Oracle database for our Offendertrak application.
    - Developed a new warrant system for law enforcement.

- **How the department's business/IT projects align with the Governor's New Day Plan:**

  Our MIS section is actively participating with the Information Technology Transformation Strategy of the Chief Information Officer, which aligns with the New Day initiative. As the State's network infrastructure is being developed, we are in support of a reliable and secure environment for our department.

- **How current projects help achieve business and technology transformation for the State of Hawai'i:**

  Our projects are helping the department run more effectively and efficiently. As these projects are deployed, users will be able use these new applications/programs to provide better information to assist their overall responsibilities in providing services — along with the new network infrastructures that will supports the environment.

- **How department projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance):**

  As we move toward upgrading our archaic systems, we are working within our department's section to define a workflow that will help us work efficiently. As we meet and plan, we are communicating to improve the process. We are collaborating with OIMT to ensure that all State departments are on the same path.

**ROBERT SU,
CIO, DEPARTMENT OF TAXATION (DoTAX)**

" The tax system generates significant revenues for the State and is too important to experience a crash. One day down with the system costs the state $25 Million dollars a day. Modernizing the system is crucial for the State and OIMT has been extremely supportive in our modernization efforts."

10.3.15 DEPARTMENT: TAX

Information about your Department:

- **CIO Name: Robert L. Su**

- **Things to know about your department:**
  The Department of Taxation (DoTAX) has more than 400 employees, with district offices in Oʻahu, Maui, Kauaʻi, and Hawaiʻi.

- **Department website URL:** http://www.hawaii.gov/tax

Current Business/IT Environment:

- **Business/IT Mission and Vision:**

  The mission of the Hawaiʻi Department of Taxation is to administer the tax laws for the State of Hawaiʻi in a consistent, uniform, and fair manner.

  The Information Technology Services Office supports business initiatives of the Department of Taxation by being responsive to customer needs, proactively seeking innovative solutions, and utilizing technology effectively.

- **Description of Business/IT Environment:**

  The DoTAX consists of two divisions, five staff offices, a public information officer, and a taxpayer advocate. The two divisions are the Tax Services and Processing Division and the Compliance Division. The five staff offices are the Administrative Services Office, the Rules Office, the Tax Research and Planning Office, the Information Technology Services Office, and the System Administration Office.

**Tax Services and Processing Division**

The Tax Services and Processing (TSP) Division consists of three branches: the Document Processing Branch, the Taxpayer Services Branch, and the Revenue Accounting Branch. The TSP Division performs the following functions:

1. Centralized processing, editing, and controlling of tax information received from paper documents or electronic data
2. Receiving, securing, depositing, and accounting for tax payments
3. Functions relating to account management, licensing, and providing taxpayer services to the public
4. Maintaining revenue control and reconciliation functions for all State tax revenues, including the preparation of the Preliminary Report, the Statement of Tax Operations (STO), and other revenue-related reports

Document Processing Branch

The main function of the Document Processing (DP) Branch is to quickly and efficiently process all tax returns and documents; to receive, secure, deposit, and account for tax payments; to ensure proper storage and retrieval of documents; and to perform various functions relating to electronic filing. The branch has the following six sections: Receiving
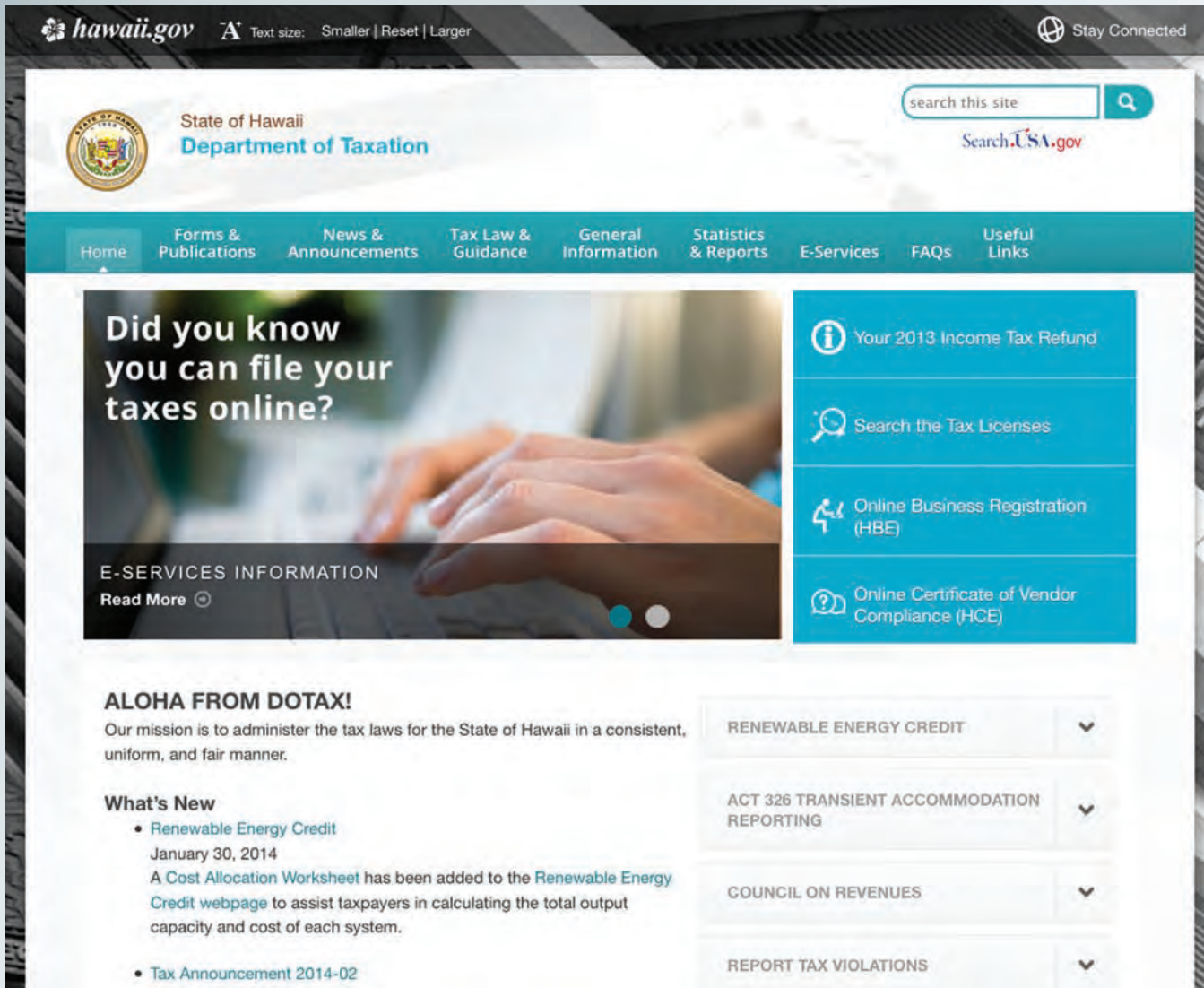
and Sorting, Data Preparation, Imaging and Data Entry, Monetary Control, File Maintenance, and Electronic Processing.

Revenue Accounting Branch

The main function of the Revenue Accounting (RA) Branch is to maintain accounting records for all tax revenues, refunds (including cashier refunds) and adjustments, district transfers and closing adjustments, and other adjustments, including preparation of all Journal Vouchers and Summary Warrant Vouchers. The RA Branch controls, and is responsible for, all adjustment, error resolution, accounting, and reconciliation functions for all State tax revenues. Specific tasks include the preparation of the Preliminary Report, the Statement of Tax Operations (STO), the Daily Cash Collection Report (O'ahu District), and the Monthly Segregation of Taxes Reports for Miscellaneous Taxes.

Taxpayer Services Branch

The Taxpayer Services (TPS) Branch has three main functions: to provide efficient customer assistance and information on all taxes administered by the DoTAX (customer inquiry); to perform computer-based error correction activities to allow expedient processing, posting or updating of tax returns, payments and other documents (account management); and to process, issue and update all licenses and permits issued by the DoTAX in a timely and efficient manner (licensing).

Compliance Division

The objective of the Compliance Division is to maximize taxpayer compliance with Hawaiʻi's tax laws in a consistent, uniform, and fair manner. The Compliance Division is composed of the Oʻahu Office Audit Branch, the Oʻahu Field Audit Branch, the Oʻahu Collections Branch, the Maui District Tax Office, the Hawaiʻi District Tax Office, and the Kauaʻi District Tax Office.

Three programs are established in the Compliance Division to meet the objectives of the voluntary compliance, self-assessment tax system: auditing/examination, collection, and taxpayer services (information dissemination).

Office Audit Branch

The Office Audit Branch performs examinations and audits to enhance voluntary compliance.

Field Audit Branch

Similar to the Office Audit Branch, the Field Audit Branch performs examinations and audits to enhance voluntary compliance.

Collection Branch

The Collection Branch consists of the Oʻahu Collection Branch and the collections sections in the Maui, Hawaiʻi, and Kauaʻi district tax offices.

Staff Offices

The staff offices lend support to the overall department.

Administrative Services Office

The main responsibilities of the Administrative Services Office are to oversee budgeting, fiscal, and personnel management matters.

Rules Office

The function of the Rules Office is to serve as a resource for complex policy recommendations and complex internal support. The Rules Office also assists in the DoTAX's implementation of new legislation and the creation and maintenance of tax forms.

Tax Research and Planning Office

The following are the main functions of the Tax Research and Planning (TRP) Office:

1. Prepare reports on data collected by the DoTAX, including reports on statewide tax collections, on the income patterns of individual and business taxpayers, and on tax credits claimed by taxpayers
2. Provide administrative and technical support to help the Council on Revenues to prepare its forecasts of General Fund tax revenues and total personal income
3. Provide economic and statistical analyses to help the DoTAX execute its policies and programs
4. Prepare reports on the revenue consequences of proposed tax legislation for the Legislature, for the Governor, and for other agencies in the Administration
5. Provide administrative and technical support for the Tax Review Commission when it is in session

Information Technology Services Office

The Information Technology Services (ITS) Office is responsible for providing technical support for the DoTAX's computerized tax systems and applications, for its local area network, and for networking-related components and infrastructures.

System Administration Office

The System Administration Office provides technical support for implementing computer system changes that are mandated by tax law changes or user requests.

Information Technology (IT) Environment

The IT environment is comprised of a local area network infrastructure along with customized hardware, software applications, and database/server environments.

- **IT Systems and Applications:**

Key Applications

- **ITIMS —** Integrated Tax Information Management System
- ITIMS Tax Processing System (ITPS)
- ITIMS Collections System (ICS)
- ITIMS Imaging System (IIS)

- Hawaiʻi Information Consortium (HIC)
- Modernized e-File (MeF)
- E-Filing (ELF)
- Hawaiʻi Business Express (HBE)
- Hawaiʻi Compliance Express (HCE)
- Bulk Filing
- Tax Refund Status Search
- Tax License Search
- EFT Payments via ACH Debit and ACH Credit
- Interactive Voice Response (IVR)
- IRS Secure Data Transfer (IRS-SDT)
- DoTAX website

- **Approximately 20 other internal application elements:**

  - Return Refund Payment Extract
  - EFT Pay Plan Payment Extract
  - Refund External Offset Extract
  - Unemployment Insurance Extract
  - Direct Deposit ACH Refund Payment Extract
  - Federal Refund Offset (FRO) Extract
  - 106 Paper Refund Payment Extract
  - Paper Refund Payment Extract
  - Retail Tobacco Permit Extract
  - Payment Plan Extract
  - GE/TA/RV License Extract
  - Business Booklets Extract
  - Individual Booklets Extract
  - 1099-G and 1099-I Printing Extract
  - 1099-G and 1099-I for IRS Extract
  - Jury Duty Selection Process Extract
  - Summary Warrant Voucher for FAMIS Extract
  - ZENworks
  - New ITPS-ICS executable to users
  - Revised and/or new ITPS-ICS templates to users

Challenges, Opportunities and the Road Ahead:

- **Challenges and opportunities the department is facing in implementing business/IT projects:**

  Challenges

  - Recruiting, retaining, and training knowledgeable resources
  - Organizational readiness

  Opportunities

  - Increasing efficiency and productivity
  - Streamlining operations
  - Reducing costs

- **Next steps the department is taking on these projects:**

  The DoTAX is recruiting, training, and organizing resources, as well as preparing the organization to undertake major business and IT projects, namely the multiyear Tax System Modernization (TSM) Project.

Key IT Initiatives and Opportunities/Challenges:

- Began staffing and organizing the Tax System Modernization (TSM) Project Team.
- Increased staffing is an opportunity to resolve cases and bring in revenue faster, but technology is needed to support investigations.
- ITIMS was a failed system for the State of Kansas, and it is not working for Hawaiʻi either.
- DOTAX is very concerned about the lack of disaster recovery for its primary systems that ICSD houses/hosts.
- There are numerous hardware and software components in the current systems that are toward the end of their lifecycle and/or out of warranty. These components will need to be maintained until they can be replaced by TSM.

Your Key Business/IT Portfolio

IT Quick Wins

- Increased e-filing
- Electronic check acceptance
- Improved collections analytics
- Tax information system
- Improved case management processes
- Improved network connectivity to Kona and Molokaʻi

- **Key business/IT accomplishments in FY 2012–2013:**

FY 2012

The DoTAX:

- Continued with its non-filer collection initiative for general excise taxes
- Continued work for the eventual migration from the Joint Electronic Filing (JELF) program to the Modernized Electronic Filing (MEF) program planned for early January, 2013
- Strengthened security for ITIMS applications, as well as supporting network and database infrastructures
- Continued work toward upgrading the DoTAX bulk filing website, with implementation of the upgrade to go live toward the end of 2012
- Implemented the automation of the Hawaiʻi Compliance Express (HCE) tax clearance process in response to Act 190 Session Laws of Hawaiʻi (SLH) 2011, which significantly increased the number of tax clearance requests
- Implemented House Bill (HB) 1039, increasing the rental motor vehicle and tour vehicle surcharge tax rate from $3.00 to $7.50
- Upgraded and enhanced selected local area networks' hardware components

FY 2013

The DoTAX:

- Collected $6.23 billion in taxes
- Processed approximately 3,700,000 returns of various tax types, including 1,530,000 (41%) electronically transmitted returns, an increase of 708,214 over FY 2012
- Approximately 1,857,422 million payments totaling close to $6.37 billion during FY 2013 were processed, nearly $408 million more than in FY 2012
- Completed and implemented the migration from the Joint Electronic Filing (JELF) program to the Modernized Electronic Filing (MEF) program in February 2013, as mandated by the Internal Revenue Service, resulting in the following benefits:

1. Taxpayers can submit payments via the ACH debit method
2. Attachments can be sent that are not supported by JELF
3. Taxpayers can file returns year-round
4. Acknowledgement of taxpayer filings occurs faster
5. Problems are easier to resolve and error messages are more descriptive
6. Images of returns are available directly online for DoTAX staff via the main Integrated Tax Processing System (ITPS) application

- Completed the upgrade of the Bulk Filing website in November 2012, improving the aging infrastructure of the old website, allowing bulk filers to upload payments via the ACH debit method, and making images of returns available directly online for department staff via the main ITPS application
- Implemented system modifications in 2013 to change processing for all first-time filers from direct deposits to paper refunds when taxpayers file annual tax returns, resulting in savings of $1,170,369 through the capture of 562 fraudulent returns claiming refunds using stolen Social Security Numbers
- Implemented system modifications to automatically generate taxpayer notification correspondence, as well as to automatically post tax return information for taxpayers who fail to attach and submit a Form W-2 with their tax return, greatly streamlining what was formerly a manual process
- Upgraded the transmission process with First Data Corporation to receive ACH debit payments from a modem connection to a more secure file transfer protocol (FTP) connection
- Upgraded the transmission process with First Hawaiian Bank to upload EFT Pay Plan payments and receive ACH credit payments to a more secure FTP connection
- Changed how electronic payments were processed through the Hawaiian Information Consortium (HIC) to deposit the payments directly to the State's account at First Hawaiian Bank, rather than to HIC's account at Central

Pacific Bank — ensuring that the State receives funds as quickly as possible and reducing the float period involved

- Upgraded DoTAX computers, printers, network routers, and switches to resolve end-of-life, technical support, reliability, and security issues

- **How the department's business/IT projects align with the Governor's New Day Plan:**

  Governor Abercrombie's New Day Plan called for the State to lead by example by infusing technology and innovation into operations. It specifically calls for the upgrade of government agencies that lack capacity or sufficient IT infrastructure. The DoTAX TSM Program aligns with this mandate by leveraging technology to improve the government services the DoTAX offers to citizens and businesses. With its potential to increase tax revenues through better enforcement of tax laws and to enhance transparency through better alignment between accounting systems, the TSM Program implicitly aligns with the New Day Plan's emphasis on fairness, restoring public trust, and the proper management of existing public resources.

- **How the department's current projects help achieve the business and technology transformation for the State of Hawai'i:**

  The DoTAX TSM Program will help achieve business and technology transformation by completely updating the technology infrastructure underlining operations at the DoTAX. This provides the opportunity to streamline DoTAX processes, lowering the time and resource costs taxpayers and businesses need to invest into complying with tax processes, and the costs the State has to invest into maintaining tax collection processes. By improving the DoTAX's ability to fairly enforce tax regulations for all taxpayers, and by improving the DoTAX's ability to report what funds are available, the TSM Program will help provide the information and resources necessary for elected officials and leaders of government agencies to make decisions to fuel business and technology transformation throughout Hawai'i.

- **How do projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance)?**

  The OIMT Business and Information Technology/ Information Resource Management (IT/IRM) Transformation Plan lists tax modernization as one of its top strategic priorities. The DoTAX TSM Program is a strategic initiative to actively look for a new system to streamline and modernize tax processing tasks currently supported by the aging Integrated Tax Information Management System (ITIMS). By expanding the overall use of electronic tax filing and electronic payment, improving analytics, and improving case management processing, the TSM Program seeks to improve the quality of service the citizens of Hawai'i receive, while positioning the enterprise for broader financial management improvements. This initiative also presents an opportunity for partnership through integration with another OIMT top strategic priority, the new ERP system being implemented by the Department of Accounting and General Services (DAGS) and Budget and Finance (B&F). Given the TSM Program's emphasis on critically re-examining and re-engineering business processes instead of replicating existing business processes through a completely customized system, the TSM Project clearly aligns with all of the OIMT's Top Three Strategies.

10.3.16 DEPARTMENT: TRANSPORTATION
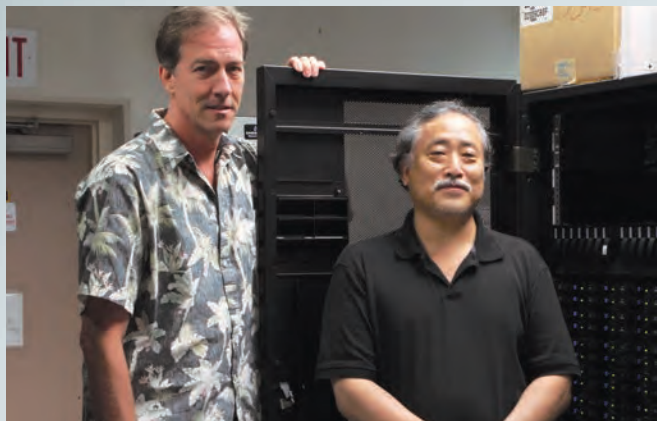
Information about your Department:

- **CIO Name: Arthur Minagawa**
  (IT Manager currently deployed to OIMT/ERP)
  Charles Kitsuki or **Robert Kiessling**
  (Acting IT Managers)

- **Things to know about the department:** Department of Transportation is responsible to plan, design, construct, operate, and maintain State facilities in all modes of transportation, including air, water, and land.

- **Department website URL:** http://hidot.Hawaii.gov/

Current Business/IT Environment:

- **Business/IT Mission and Vision:**

  The Department of Transportation (DOT) is here solely to satisfy the transportation needs of the people of Hawai'i in the most economical, efficient and effective manner.

- **Description of Business/IT Environment:**

  The DOT information systems can be described in terms of the department's activities, the automated applications available to the department in performing these activities, the automated databases used to store information, and the department's hardware configurations. The department's business environment is organized under the following major functional areas: engineering, accounting, budget, payroll, personnel, project and construction management, contract administration, office automation, and operations.

The DOT has a large concentration of employees at its division locations, as well as district, branch, and operation offices located on all major islands. The department has centralized many of its critical information system as server farms located in its data center at 869 Punchbowl Street, Honolulu, Hawai'i. This centralized location allows the DOT to manage, maintain, and support its information systems efficiently and effectively.

The DOT is planning to leverage many of the new centralized services and infrastructure features that are currently being developed and deployed by OIMT in order to reduce costs, eliminate redundant systems, and free up resources.

Key Applications:

- **Departmental:**

  - **Budgeting:** Department system for O&M budgeting.
  - **Human Resources:** Small Domino databases used as document repositories and logs.
  - **Document/Content Management System (DOTCMS)** — repository for correspondence, contracts, As-Builts, and project documents at the departmental level. The Airports Division has a separate system for engineering documents.
  - Small Workgroup-Level Tracking Systems for correspondence and procurement requests, including Capital Improvements Program budgeting, construction contracts, operations and maintenance budgeting.

- **Highways:** HWYAC is a 30-year-old system that supports financial and cost accounting for DOT highways. HWYAC is essential for all accounting and federal highways billing functions, and is essential for division cash flow.

- **Airports:**

  - **Administration Application Types:**

    - Accounts Receivable
    - Property Contract Management
    - Space Management
    - Cash Management/Grant Tracking
    - Warehouse Supplies Management
    - Fuel and Fleet Management

  - **Engineering Application Types:**

    - Project Management
    - Environmental Tracking
    - Computer-Aided Design (CAD) and Geographical Information System (GIS)

  - **Operations Application Types:**

    - Security Access Control and Badging System
    - Fingerprinting and Background Checking System
    - Flight Information Display System
    - Public Announcement System
    - Gate Management
    - Energy Management

Challenges, Opportunities and the Road Ahead:

- **Challenges and opportunities the department is facing in implementing business/IT projects:**

  Challenges the DOT often faces when implementing a business/IT project include: lack of adequate resources (people, money, and time), shifting organizational priorities, unrealistic deadlines, communication deficits, lack of clarity in the scope of a project, and lack of user buy-in and support. DOT is currently working with OIMT to overcome many of these challenges when implementing future business/IT projects.

  Opportunities include: partnering with other agencies on similar projects to reduce costs; utilizing third-party expertise to help projects succeed; and having a strong strategy or road map for change.

- **Next steps the department is taking on these projects:**

  The next steps include ensuring that each project is carefully planned, has good leadership, can mitigate risk, and can be completed on time with no additional costs.

Key IT Initiatives and Opportunities/Challenges:

- Financial management systems need to be upgraded and consolidated. Currently stalled at Harbors.
- Highways regrouping after major contractor problems. Highways Financial System is Oracle Financials.
- Create an interface to DAGS FAMIS and Fed FMIS to track cash flow and grant money, eliminating the use of spreadsheets. The interface would provide the ability to invoice and appropriate money from funding sources. DOT is working through this, but the approach for handling appropriations in the DAGS system is problematic.
- Automate tracking and reporting of Capital Improvement Program (CIP) projects. Currently delayed (e.g., current status of CIP Strikeforce).

- Collaboration and social networking tools need to be introduced or upgraded. This is currently delayed by changes in budget execution policies and procurement rules.

- Director emphasis: bring divisions and offices together to create an electronic sense of place, using vehicles such as the intranet or WebSphere. Build on the success of Polycom, and add instant messaging.
- Equipment in the data center needs to be replaced or upgraded, due to age.
- Disaster recovery and business continuity initiatives need to be restarted and implemented. After complications in project funding and personnel issues caused the initial effort to stall in 2006, the department lacks strategy, policies, and facilities to recover from a disaster.
- Formal project organization with dedicated staff needs to be established department-wide, along with the necessary changes to corporate culture.
- Need electronic review and approval workflow applications.
- **Airport's improvement initiatives:**
  - Work order and trouble call service tracking
  - Expansion of Fuel Dispensing and Fleet Management System
  - Automation of cash receipting at district offices
  - Space Inventory and Classification System
  - Inspection Tracking
  - Statewide Radio Communication Connectivity

- Asset Management System

Key Business/IT Portfolio:

IT Quick Wins

- Departmental intranet to provide a single electronic place for employees to work together, share information, leverage knowledge gained, and prevent duplication.
- Disaster recovery and business continuity.
- Project management system for the department with summary-level roll-up and dashboards.
- Consolidated reporting on project status.
- Asset management system; real property (need a system to help track).
- Time and attendance and online timecard approval.
- Document management system for electronic routing and workflow of forms and documents. Important things get lost with manual logs used for tracking the location of physical items.

- Proper software versions compatible with outside agencies, and funding to replace aging equipment.
- Creation of an enterprise data warehouse to eliminate duplication of data stores and reuse of similar objects.

- **Key business/IT accomplishments in FY 2012–2013:**

  The DOT recently launched the new 511 GoAkamai by Phone system that provides real-time traffic information and updates for the island of Oʻahu. Callers can dial 511 and quickly get current information on roadway delays and drive times, reach the Freeway Service Patrol, and hear public transportation information. The 511 technology includes a "self-tuning" feature that allows it to adapt over time to callers' needs, including capturing new destinations and improving voice recognition capabilities based on pronunciation. The convenient memory function allows 511 callers to save time by pulling up previously requested routes and information automatically. The just-released GoAkamai Mobile App for iPhone and Android provides 24/7 traffic congestion information and includes drive times and images from more than 200 traffic cameras. Recent enhancements will allow access to an Incidents tab that highlights specific types of travel delays such as construction and accidents.

  The DOT launched a new vehicle safety inspection program that creates an efficient and secure method of keeping vehicle information. The program will do away with monthly reporting by the inspection stations and will provide immediate recordation and proof of the vehicles' current results via wireless communication.

  The DOT Harbors Division has been successfully constructing and installing a Honolulu Harbor Surveillance Command Information System (H2S-CIS). The system is designed to provide real-time optical and radar surveillance of critical port areas, waterborne traffic tracking, and an alert monitor system to secure the harbors.

  Another key business/IT accomplishment is the modernization of DOT's network infrastructure, which will provide DOT with a stable and secure high-speed network within the state. DOT's IT staff

is working closely with OIMT's network staff to meet this objective. DOT has taken steps to replace aging equipment and upgrade network connections, and is moving most of its network circuits to the State's NGN and/or hosted Ethernet circuits — all of which will help build the foundations for OIMT's OneNet, one network for the state.

- **How the department's business/IT projects align with the Governor's New Day Plan:**

  The DOT is committed to promoting Hawaiʻi's economic development by continuing to improve and expand transportation facilities within the State of Hawaiʻi and by addressing transportation issues on all islands in order to improve the business climate and quality of life for the State's residents.

- **How current projects help achieve business and technology transformation for the State of Hawaiʻi:**

  Many of the department's current projects will help modernize IT for the State of Hawaiʻi.

- **How department projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance):**

  The DOT is currently participating in the following OIMT projects/work groups: enterprise resource planning (ERP), business process re-engineering, enterprise architecture, Web-based email migration, and network NGN infrastructure upgrades.

Information about your Department:

- **CIO Name: Steven Smith,** Interim Vice President for Information Technology and Chief Information Officer (CIO)

- **Things to know about the department:**

  1. The UH Information Technology Services (ITS) unit supports all 10 accredited UH campuses, as well as distance learning and research sites on six islands
  2. UH employs a centralized/decentralized approach to IT support (like all universities)
  3. All enterprise systems (ERP and Teaching & Learning) are available system-wide and accessed via a robust optical 10 Gbps statewide network

- **Department website URL:** http://www.Hawaii.edu/its/

Current Business/IT Environment:

- **Business/IT Mission and Vision:**

  The mission of Information Technology Services (ITS) at the University of Hawai'i is to provide access for students, faculty, and staff to a first-class information technology infrastructure, support, and services that sustain and enhance University instruction, research, service, and administration within the University, throughout Hawai'i, and beyond.

- **Description of Business/IT Environment:**

  ITS provides enterprise IT services for the UH System statewide and the UH Monoa campus. It must ensure continuous, secure, and compliant availability of complex infrastructure and services providing more than 70,000 students, faculty, and staff on six islands, with more than 250 continually evolving services on a 24/7 basis.

Key Applications:

- **Administrative**

  - Kuali Financial System (open source);
  - Ellucian Banner Student Information and Financial Aid Systems;
  - Kuali Coeus for Research Administration (open source);
  - PeopleSoft HR Management System;

- Electronic Payroll Change Schedule System for automated interface to State of Hawai'i Payroll System (homegrown);
- Online Leave (vacation, sick) System for all UH collective bargaining units;
- eTravel system to simplify preparation of travel documents and direct deposit of reimbursements (homegrown).

- **Teaching & Learning**

  - Hawai'i Interactive Television System (HITS) using standards-based high-definition IP videoconferencing;
  - Laulima Course Management System (Sakai);
  - Halawai Realtime Web Conferencing (Adobe Connect Pro);
  - eCafe Online Course Evaluation (homegrown);
  - Statewide Educational Access Cable Television, including Video on Demand.

- **Network**

  - Provides network engineering and operation services for the UH System;
  - Manages statewide network that interconnects all campuses and education centers;
  - Manages redundant network connections to national and international research and education, and the commodity Internet;
  - System-wide integrated VoIP services and wireless authentication.

- **Services**

  - Robust Identity Management of the UH System for students, faculty and staff;
  - Security management and coordination for all UH campuses;
  - ITS Help Desk available statewide;
  - Data Center available for enterprise services and departmental hosting or co-location;
  - Emergency Notification Service (homegrown);
  - Web hosting;
  - Cloud based email, calendar, and collaboration tools for the UH System;
  - Site license coordination for major software applications;
  - Collaboration with State agencies (DOE, HSPLS) on major statewide broadband projects.

Challenges, Opportunities, and the Road Ahead:

- Challenges and opportunities faced in implementing business/IT projects:

  1. Expanding cyber-infrastructure to support advanced research and instruction
  2. Completing system-wide VoIP implementation
  3. Improving security in a distributed, open environment that depends on a free flow of information
  4. Developing online workflows to improve services to all University constituents

- **Next steps the department is taking on these projects:**

  1. Bring new Data Center online
  2. Establish High-Performance Computing (HPC) capacity
  3. Next-generation network infrastructure for research
  4. Install improved network detection appliances for security
  5. New workflow processes for student information system, document imaging, and curriculum management
  6. Further development of online procurement

Key IT Initiatives and Opportunities

- Implementing a second site for disaster recovery/ business continuity;
- Initiating next phases of development of new system-wide financial system;
- Enhancing and continually improving performance of core ERP systems;
- Offering expanded departmental hosting and co-location services with new data center online to improve institutional efficiency, sustainability, and security;
- Enabling "big data" capabilities for research: high-performance computing; data visualization; analytics; support of economic development

Your Key Business/IT Portfolio

IT Quick Wins:

- Implementing new workflows for student information systems;
- Implementing new curriculum management system;

- Significantly upgrading of UH Manoa network for research with federal funds;
- Migrating from campus-based to enterprisewide document imaging system.
- **Key business/IT accomplishments in FY 2012–2013:**
  1. Completion of new IT Center building with Data Center.
  2. Upgrading UH intercampus network connections to 10 Gbps.
  3. Retirement of last UH administrative mainframe.
  4. Registering UH servers and scanning for better security.
- **How do business/IT projects align with the Governor's New Day Plan?**
  1. Support the entrepreneurial professor.
     1. Increased support with active cyber-infrastructure end-to-end support and collaboration
  2. Facilitate innovation and technology transfer.
     1. Increased virtual server environment
     2. Migrating to next-generation network environment
  3. Support renovation efforts.
  1. Upgrading UH Manoa campus cable plant and wireless environment
  4. Maximize accessibility for students on all islands.
     1. Improved network connections between all campuses
  5. Support premier education and research projects.
     1. Implementing HPC environment to support researchers
- **How current projects help achieve the business and technology transformation for the State of Hawai'i:**
  1. Improved centralized UH financial system.
  2. Single UH system identity management system for secure access.
  3. Collaboration with education and labor on P-20 Project for a Statewide Longitudinal Data System.
  4. Significant improvement of broadband connectivity to schools and libraries, and establishing public computer centers in public libraries and UH community colleges.

- **How do the projects align with OIMT's Top Three Strategies (re-engineer business processes and applications, modernize technology and infrastructure, and establish oversight management and governance)?**
  1. Re-engineer business processes.
     1. New open-source UH financial and electronic research administration systems completed their first year of operation successfully; now expanding and improving capability including new business processes;
     2. Workflow project for student information system will change and improve student services processes;
     3. Electronic Payroll Change Schedule system for automated interface to State of Hawai'i Payroll System (homegrown);
     4. Online Leave (vacation, sick) System for all UH collective bargaining units;
     5. eTravel system to simplify preparation of travel document and direct deposit of reimbursements (homegrown);
     6. New curriculum management system provides re-engineering curriculum creation processes.
  2. Modernize technology and infrastructure.
     1. Completion of federally funded broadband project that brings broadband to every public school and library and UH location in the state;
     2. New LEED certified (Silver) system IT building with Data Center;
     3. Migration from dedicated proprietary hardware to virtualized commodity platform environments.
  3. Oversight management and governance.
     1. Data Governance Policy put into operation; ongoing Data Governance Committee;
     2. Continued escalation of security practices;
     3. Revised Records Management Policy;
     4. Revised Distance Education Policy.

10.3.18 HAWAI'I STATE PUBLIC LIBRARY SYSTEM

Information about the Department/Organization:

- **State Librarian: Richard P. Burns**

- **Department website URL:** www.librarieshawaii.org/

**Current Business/Information
Technology (IT) Environment (FY 2012-2014):**

During the last twenty four months, the Hawaii State Public Library System's Technology Division has transformed itself entirely from its foundation to its edge operations, through a clear vision and complete alignment with the present Governor's goals, and has positively affected not only the 550 state employees within HSPLS (52 buildings across the entire state), but also its broad patron base of approximately one million members. Libraries are transforming themselves into educational centers and leaving behind the image of being merely an informational hub for the community. The Hawaii State Public Library System understands that in the evolving educational landscape of today, it can serve a pivotal role by cultivating, enhancing, and providing crucial 21st century digital skills to all patrons across the state, without burdening them with cost or constraining them to a schedule.

For this reason, HSPLS IT has stepped up to provide unprecedented services in the state. It is the hope of HSPLS that the state can find merit in the comprehensive, holistic, and business driven approach that led to the modernization of this IT unit and its infrastructure, and that it can serve as an example of how few resources, a limited budget and minimal workforce (3 ITS positions in an IT unit of 17 individuals) can still be overcome when creativity, ingenuity, innovation and dedication are utilized with a passion for committing to the "life-long learning" mission of our system. The decisions made by HSPLS/IT have saved our state approximately $3,000,000 within the first 20 months of changes being implemented. This is a significant amount, considering that the total yearly budget for the 50-branch/52 building library system is approximately $28,000,000 covering all its sections, units and divisions, with all their operations and acquisitions. The most remarkable accomplishment in HSPLS IT has been that of

demolishing and re-building the concept, function, purpose, mission, and operations of IT itself – all based on a simple, clear and powerful vision; that of adding true value (asset) to the citizens of Hawaii. The new vision has restructured IT and aims at fulfilling modern G2C and G2G demands as a value center. The IT department added to its core objectives the need to reach out aggressively to our underserved communities with a caliber of education that would otherwise be considered beyond the means of most. HSPLS became, as a result of this, the only library system in the world to offer an unprecedented portfolio of 1500 certified-path Microsoft courses to 1,000,000 patrons with remote, in-house, and unlimited access across the world. From advanced Excel to datacenter architecture and database programming courses, all citizens can engage in an IT career based on these free classes. These are the same courses being taught by private sector companies specializing in certification-path curricula for hundreds or thousands of dollars per class.

The method of achieving this was quite simple. We trustingly and faithfully took to heart the Governor's vision in his "New Day Plan" and extracted those pieces that would be applicable to our section. Moreover, these mandates were applied in earnest and the results are visible today. HSPLS is grateful for the opportunity to elucidate what has transpired over the last couple of years, thereby exhibiting the potential of the state workforce within the technology realm. We have chosen to address the accomplishments of this unit spread over a few categories, but with an overarching classification of 'business driven-technology modernization', simply because by themselves each project was aimed at modernizing the technology of our system, but together they pursued a greater vision of changing this unit from a cost center to a value center, and created a fair amount of simplicity and transparency to the front end user, while keeping the complexity layers at the backend-datacenter level.

**What are the Department's
Key Business/IT Accomplishments (FY2012-2014)?**

The following projects/acquisitions were undertaken with administration's plan in mind and the new vision for IT. Unless otherwise noted, they were all initiated and completed within 12 to 24 months.

1. Complete re-design of the network
2. Implementation of virtualization of and storage consolidation at the datacenter
3. Elevation of vendor relationships from suppliers to partners with long-range goals and vision alignment
4. Implementation of modern collaboration tools
5. Replacement of 1400 desktops & laptops
6. Implementation of Active Directory Services and modern policies for rights management governance
7. Massive Security Implementation of datacenter, middle-tier and edge components at network, server, and PC level
8. Deployment of unified communication components, including new email system
9. Design and implementation of secure, internally-hosted virtual cloud
10. Disaster Recovery, Business Continuity, Replication of Data
11. Design and Implementation of shared platform – inter-departmental workflows
12. Deployment of Fiber (1Gb) to every branch (in progress)
13. Creation of IT Learning Corner for all staff members
14. New Portal for public use
15. Implementation of digitization repository
16. Social media and advanced Web 2.0 tools on public portal collaboration components
17. Deployment of Hi Tech Academy (Digital Literacy and IT Academy (services from keiki to kupuna in all walks of life)
18. Creation of three computing centers across the state (deployed by mid-June 1012)
19. Deployment of E-2-go project to empower the communities with tangible resources regardless of connectivity means (in progress)
20. Partnership with DHRD leverage HSPLS assets, eliminate DHRD costs and fuel inter-agency collaboration

HAWAI'I STATE PUBLIC LIBRARY SYSTEM

The only library system in the world to offer a certified IT Academy with 1500 technical courses, accompanied by a digital literacy program

Free, unlimited, remote and unrestricted access to the IT Academy to one million library patrons in the State of Hawai'i
May 2012
Presented by Paola Saibene (Information Technology Officer)

Hawaii State Public Library System

Go HI TECH @ Your Library

HI TECH ACADEMY

10.3.19 OFFICE OF HAWAIIAN AFFAIRS (OHA)

Information about the Department/Organization:

- **Head of Organization: Kamana'opono M. Crabbe, Ka Pouhana/CEO**

- **Size of Organization:** approximately 160

- **Budget of Organization:** Annual operating budget is approximately $40 million

- **CIO Name:** Not applicable. Chief Operating Officer is Kawika Burgess

- **CIO Team Size and Budget:** Team size is 5

- **Things to know about the department/organization:**

  1. OHA grew out of organized efforts in the 1970s to right past wrongs suffered by Native Hawaiians for over 100 years. Hawaiians' newfound activism brought their plight to the consciousness of the general public.
  2. OHA was established through Article XII of the State Constitution. Chapter 10 of the Hawaii Revised Statutes outlines OHA's duties and purposes, including promoting and protecting the rights of Native Hawaiians.
  3. Under federal law, OHA is recognized as a "Native Hawaiian Organization," empowered to engage federal entities on matters important to Native Hawaiians. OHA administers programs established by federal law, and plays a leadership role in congressionally-established entities that serve Native Hawaiians.

- **Department website URL:** http://www.oha.org/

- Empowering Hawaiians, Strengthening Hawai'i

Current Business/Information Technology (IT) Environment (FY 2012-2014):

Business/IT Mission and Vision: Ka Paia Kanaloa (Resource Management) supports the OHA mission by providing fiscal and technical support for the organization, as well as land management and grant administration for beneficiaries. The purpose of the Information Systems & Records Management program is to provide business tools, technology tools, applications, network services, and records management to the Office of Hawaiian Affairs so they can conduct business and achieve results in a reliable and efficient computing environment. The mission of IT is to provide the highest level of computer-related support for OHA employees. We also seek to compile and gather data in order to identify gaps and important issues; inform our advocacy efforts; and, ensure OHA's actions and initiatives are based on the best information available.

Key Applications/Systems Supporting the Business Environment (FY 2012-2014):

1. Office suite
2. Accounting software
3. Media development

Key IT Challenges, Opportunities and the Road Ahead in Interfacing with Executive Branch of the State of Hawaii (FY 2012-2014):

- **Challenges**

  1. Institutionalize IT governance concepts that are based on industry standards and best practices.
  2. Allow IT to exercise governance in a standard manner.
  3. Improve value management on a continual basis, based on lessons learned.

- **Opportunities**

  1. Enhance and align project management principles introduced via performance-based modeling.
  2. Provide a solution that is appropriate for an organization with limited staff resources that is scaled to the size of OHA.
  3. Formalize IT principles that have been absent since the creation of OHA.

- **Road Ahead/Next Steps**

   1. An introduction to the need for a comprehensive and structured governance framework.
   2. Further define expectations, roles, responsibilities, goals, processes and activities.
   3. Alignment of IT with OHA's Strategic Plan and its various initiatives.

**What are the Department's
Key Business/IT Accomplishments (FY2012-2014)?**

- **Top 3 Accomplishments Internal to the business**

   1. Establish the governance framework for value management in a manner that is fully integrated with overall enterprise governance.
   2. Provide strategic direction for the investment decisions.
   3. Define the characteristics of portfolios required to support new investments and resulting IT services, assets and other resources.

How do Key Business/IT Projects or Systems Interface with the State and align with the Top 3 Strategies of the State of Hawaii Business and Technology Transformation Plan?

1. Programs that are selected based not just on their desirability but also on the organization's ability to deliver them.
2. Having methodologies in place that are used by business managers.
3. Crafting robust and realistic business cases that are used and include benefits for stakeholders.

   - Modernize technology and infrastructure

In the last couple of years OHA has launched several new and innovative technologies for internal and external use as related to our mandated, mission and vision, and Strategic Plan.

We seek to create a repository of knowledge where information about Hawai'i's land, culture and history can be easily accessed, to develop virtual mo'oku'auhau in Hawai'i, and to provide an opportunity for individuals to forge new relationships between themselves and the 'aina (land) that is most important to them. These technologies are ongoing development of cutting edge and comprehensive applications consisting of varied collections of data pertaining to our organization and its stakeholders. These online repositories of data will greatly increase OHA's ability to preserve and perpetuate cultural and historical information and practices, thus providing an invaluable resource to educate other regulatory agencies, OHA's Native Hawaiian beneficiaries, and the general public.

   - Establish oversight management and governance (3-5 sentences)

1. Integrating planning that addresses benefits of delivery as well as organizational, process and technology changes.
2. Lessons learned that are consistently gleaned from both successful and unsuccessful programs, and used to improve the planning and management of new ones.
3. Business ownership and accountability that is assigned for all benefits and changes targeted.

What is your view of the State of Hawaii's Transformation Plan and progress towards a Smarter, Mobile, Digital Government?

- We view the State of Hawaii's Transformation Plan as progressive and timely. Our organization's ability to help is based on the similarity to our own agency priorities and areas we are trying to achieve within our respective networks. Our ability to collaborate, participate, and transparently share across these networks would maximize our ability to impact these goals set forth. The plan's focus is achievable within 21st century models for how information is obtained, managed, and disseminated.