Hawaii Information Consortium
Agency Point of Contact and Administrator Surveys

REPORT

July 2015

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Overview

The goal of Hawaii Information Consortium (HIC) is to make interacting with the government easier for the public by bringing services online and improving government efficiency. Accomplishing this requires HIC work closely with government agencies to understand the services they provide to the public as well as the agency's eGovernment needs. This research focuses on two groups 1) the point(s) of contact for each agency and, 2) agency administrators. Respondents from each group were asked to assess how they view their experience with HIC. The agency contacts work directly with HIC on a service(s) provided for their agency while administrators may not have as much direct contact, yet have a broader view of all serves in their department. Information regarding future online needs was gathered from all respondents.

The results of an online survey of contacts at agencies show overall satisfaction with HIC's efforts. One respondent described HIC this way:

> *"They are real partners in all things. They are outside the box thinkers and very responsive."*

HIC receives the highest praise from the agency contact group for general customer service and, more specifically, for being prompt and responsive in their communications with their clients. Conversely, HIC has the opportunity to better serve agencies through faster implementation of projects and through improvements to specific technical aspects of agency sites.

The eGovernment priorities for 2015 citied by agency contacts consist of improving and maintaining existing sites, adding new services and tools, and completing existing projects. Some new services are suggested for the portal but the majority of survey participants offered no comments.

A small number of administrators provided feedback on an in-depth telephone survey. Though the number of responses is limited, all express overall satisfaction with HIC services. The following description of HIC was given by an administrator:

> *"Friendly, fast, diligent, creative and flexible are descriptors used by both our business and technical staff."*

Administrator respondents supplied a number of new services and upgrades they would like to implement in the next two years. They also provided a number of areas where HIC could improve service including completion of projects more quickly, prioritization of important tasks, and more integration of services with other agencies. Some express the desire for more transparency of accounting metrics – how much services cost and when they are paid off.

Several respondents acknowledge that the self-funded model has allowed them to develop online services that their limited budgets may have prevented. A few have concerns related to the amount of money generated and whether funds could go to upgrades.

Methodology

The Center for Public Policy & Administration at The University of Utah was commissioned by NICUSA to conduct the study measuring the satisfaction of agencies working with its Hawaii Information Consortium subsidiary. The research began in February 2015 and concluded in July 2015.

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Questionnaire

Working with NICUSA and HIC, the Center for Public Policy & Administration formulated questionnaires to gather data from agency contacts and administrators. In an effort to increase participation, the questionnaires were kept succinct. Questions were primarily unstructured and included:

- Measurement of overall satisfaction with HIC (agency contact survey only)
- Indicators of what HIC does well and what can be done better
- A compilation of agency projections for eGovernment priorities and projects
- Evaluation and comments regarding the self-funded model (administrator survey only)

The questionnaires were reviewed and approved by Chris Neff, Vice President of Marketing at NIC and Russell Castagnaro, General Manager of Hawaii Information Consortium / eHawaii.gov. The final agency contact questionnaire included seven items while the administrator survey had only five items. A copy of the questionnaires and responses are available in the appendices.

Sample

The sample for the both projects was furnished by HIC. For the agency survey the list included the names of 88 agency contacts for website services HIC provides to Hawaii.gov. Additional information on the list included the department, division, website title, contact email address, and phone numbers for each potential participant. Names of a second point of contact for each service were provided when available. Some individuals on the list were no longer with the agency and a few indicated they had too little interaction with HIC to complete the survey.

HIC supplied eight names to be used for the administrator survey. Three names were on both the agency and administrator lists. These individuals were contacted to provide more detailed responses.

Data Collection

Agency Contact Survey - The survey was conducted using an online methodology. The questionnaire was programmed in an online format using Qualtrics survey software. Qualtrics provided the means to distribute the survey, collect data, send reminder emails, and access real-time updates during the fieldwork period.

Shortly before the start of data collection, to encourage participation, HIC sent an email informing contacts that the survey was coming from CPPA at the University of Utah (Appendix B). After the communication, CPPA sent an invitation letter that included the link to access the online survey. The data collection period was from February 12, 2015 to March 2, 2015. Several days after the initial email, a reminder was sent by CPPA the contacts encouraging them to participate. Additionally, a phone call reminder was made and a final email reminder sent to non-responders before the survey data collection deadline.

A total of 63 agency 'points-of-contact' for HIC responded to the survey.

Administrator Survey - The administrator survey was conducted by telephone by a research associate at the Center for Public Policy & Administration. Prior to the phone calls, HIC sent each potential respondent an email letter regarding the survey and asking for their input. Data was

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collected in June from respondents. Through three of the eight potential respondents had participated in the agency contact online survey, their participation was solicited again for the second survey.. One completed both surveys. All administrator responses are in Appendix D including responses given on the agency contact study by administrators.

Data Analysis

Agency Contact Survey - Open-ended comments were analyzed using qualitative techniques. CPPA research associates carefully reviewed comments and created categories based on common themes. A research analyst assigned each employee comment into the appropriate category. Individual comments may refer to more than one theme and may be reflected in multiple categories. After the first round of coding was completed by one analyst, a second analyst reviewed the codes for consistency and accuracy. Where differences of opinion arose, the codes were discussed and adjusted through the consensus of both analysts. Individual comments are attributed to the agency division from which they were reported.
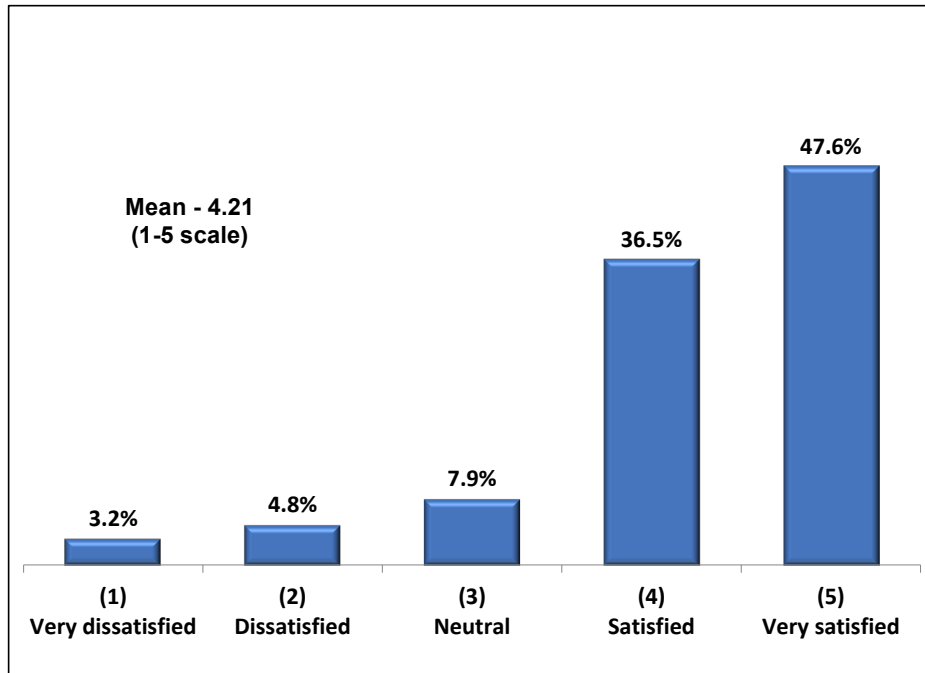
Administrator Survey - Because of the limited number of administrator participants, no analysis or coding is possible. A general summary of the responses is provided.

The appendices contain the correspondence letters, survey questionnaires and complete verbatim comments for both survey projects.

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Agency POC Survey Findings

OVERALL SATISFACTION – Agency Survey

Question: Thinking about the online service(s) that you are responsible for, how satisfied are you with HIC?

The vast majority (84.1%) of agency contacts express satisfaction with the services HIC provides. Though more say they are "very satisfied" (47.6%) with services, just over a third (36.5%) of respondents give a somewhat lower rating of "satisfied." Eight percent express dissatisfaction with HIC services.

These overall positive numbers show HIC's success in providing quality eGovernment services to agencies. Still, for about one in six respondents, the experience with HIC could be improved.

HIC PROFICIENCIES – Agency Survey

Question: What is HIC doing well?

The most frequently mentioned comments regarding what HIC does well include their promptness and responsiveness to requests (n= 27) and the excellent customer service (n=18) given. Some respondents mention account representatives by name due to their exceptional service and the work of project teams is noted as well. Respondents also compliment HIC's ability to solve problems (n=10), create user-friendly applications (n=6), and the knowledgeable staff (n=4). Communication (n=7) is a positive attribute identified by some respondents as well as other positive aspects.

The following comments were selected to best represent each category. The counts reflect the number of comments that mention each theme. Respondent comments may refer to multiple categories.

Full comments are available on page 23 in Appendix C.

Prompt/responsive (n=27)

"Their technical support is very responsive when I send out a ticket (usually within 24-48 we have issue resolved)." *Department of Health (DOH) - Tuberculosis Branch*

"HIC is very responsive to our needs." *Department of Commerce and Consumer Affairs (DCCA) - Professional and Vocational Licensing Division (PVL)*

"With very limited staff of a profit making organization, the 2 individuals we have contact with are responsive and dedicated, but over-extended." *Department of Health (DOH) - Office of Health Status Monitoring (OHSM)*

Customer Service (n=18)

"HIC is and has provided excellent customer service to our division and the members of the public that access the systems and information hosted by HIC. The staff at HIC has taken the time to learn about and understand the work that we do and have been proactive and enthusiastic in making suggestions to assist our division in making our eGovernment system more efficient and user friendly." *Department of Attorney General (AG) - Tax & Charities Division*

"Respond to customer questions in a timely manner." *Department of Labor and Industrial Relations (DLIR) - Unemployment Insurance Division*

"The customer service our users have received from HIC is to be commended. The staff is helpful and friendly and has resolved issues related to their scope of work and has the ability to discern what is outside their scope and properly pointed the user in our direction for complete resolution." *Department of Public Safety (DPS) - Narcotics Enforcement Division (NED)*

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Problem solving (n=10)

"Quick response, excellent problem solving" *Department of Land and Natural Resources (DLNR) - Division of Aquatic Resources (DAR)*

"Communication and problem solving." *Department of Commerce and Consumer Affairs (DCCA) - Insurance Division*

"The staff at HIC have taken the time to learn about and understand the work that we do and have been proactive and enthusiastic in making suggestions to assist our division in making our eGovernment system more efficient and user friendly." *Department of Attorney General (AG) - Tax & Charities Division*

Communication (n=7)

"They are excellent at asking and receiving input on the systems they are developing and deploying for our division and respond quickly to all of our requests and inquiries. The programmers have kept our division updated on the status of the projects and involved and asked for input from us at each stage of development." *Department of Attorney General (AG) - Tax & Charities Division*

"Support and communication with users." *Judiciary (JUD)*

"HIC regularly keeps us apprised of issues that may affect the services they provide." *Department of Budget and Finance (B&F) - Unclaimed Property Program*

"They have added personnel to work closely with us. Communication has increased" *Department of Transportation (DOT) - Airport Division*

User-friendly (n=6)

"The website they initially devised has always worked well and garners praise from the public on its ease of use." *Department of Land and Natural Resources (DLNR) - Land Division*

"Our application has been easy to use and required very little face-to-face training." *Department of Health (DOH) - Tuberculosis Branch*

"Very user-friendly application and recordkeeping." *Judiciary (JUD)*

Knowledgeable (n=4)

"Providing knowledgeable project managers who seem genuinely interested in being of service to customers." *Hawaii Teacher Standards Board (HTSB)*

"The developer that I work with at HIC is very knowledgeable and informative." *Department of Taxation (DOTAX)*

General positive / Miscellaneous

See verbatim comments.

RECOMMENDED SERVICE IMPROVEMENTS – Agency Survey

Question: How could Hawaii Information Consortium better serve you?

Many of the respondents (n=18) had no suggestions to offer HIC to improve their service Respondents did suggest that faster implementation times, including response time, deadlines, increasing resources to meet demand, and general turnaround time, would better serve respondents (n=12). Various technical suggestions were offered by a number of survey participants (n=11)

The following comments were selected to best represent each category. The counts reflect the number of comments that mention each theme. Respondent comments may refer to multiple categories.

Full comments are available on page 28 in Appendix C.

Nothing – satisfied / happy with HIC (n=18)

"Nothing comes to mind." *Department of Land and Natural Resources (DLNR) – Division of Aquatic Resources (DAR)*

"Not sure at this time." *County of Maui – Maui Motor Vehicle & Licensing (MVL)*

Faster implementation (n=12)

"Because they are so good, they are getting busier so sometimes the process to implement can be longer than usual." *Department of Attorney General (AG) - Hawaii Criminal Justice Data Center (HCJDC)*

"They need to adhere to project schedule deadlines. Often times during the project, suspense dates to complete system design specifications, mock ups, testing of draft application elapse." *Department of Land and Natural Resources (DLNR) = Division of Aquatic Resources (DAR)*

"Quicker response to new product development. Projects that are client requested sometimes take a long time to implement because they are low priority." *Department of Land and Natural Resources (DLNR) - Division of Aquatic Resources (DAR)*

"Quicker turnaround time for fixes." *Department of Accounting and General Services (DAGS) - State Procurement Office (SPO)*

"With current applications not much. With new applications, HIC appears to be limited in the availability based on available resources (staff to complete new projects)." *Department of Commerce and Consumer Affairs (DCCA) - Real Estate Branch (REB)*

Technical suggestions (n=11)

Some respondents provided very specific technical feedback (see the full verbatim comments – Appendix C).

RESPONDENT eGOVERNMENT PRIORITIES IN NEXT YEAR – Agency Survey

Question: **Considering the eGovernment service(s) you oversee, what are your priorities in the next year?**

When asked to consider their eGovernment service priorities for the next year, nearly half of respondents listed improving their existing services as a priority (n=27). Adding new services, such as application enhancements and upgrades, was also a commonly listed priority (n=18). Maintaining websites (n=5), finishing existing projects (n=5), and increasing program use (n=4) were mentioned by a few respondents.

The following comments were selected to best represent each category. The counts reflect the number of comments that mention each theme. Respondent comments may refer to multiple categories.

Full comments are available on page 33 in Appendix C.

Improving existing services (n=27)

"Updating apps, site content" *Department of Business, Economic Development & Tourism (DBEDT) - Hawaii State Energy Office*

"Complete all fixes, changes and/or updates." *Department of Accounting and General Services (DAGS) - State Procurement Office (SPO)*

*Several more technical and specific suggestions can be found in the verbatim comments in the appendix. An example of one such suggestion is:

"Consolidate single login profile to all DLNR services." *Department of Land and Natural Resources (DLNR) - Division of Boating and Ocean Recreation (DOBOR)*

Adding new services (n=18)

"Continuing to upgrade existing tools and seeking the development of new tools." *Department of Business, Economic Development & Tourism (DBEDT) - Hawaii State Energy Office*

"Continue to provide more online services to streamline our current processes. Provide more online services and build on our current online services to allow our licensees additional options/features to self-manage their current licenses as well as applying for new licenses. Provide more online services and build on our current online services for the general public by providing additional options to address requests for licensing information." *Department of Commerce and Consumer Affairs (DCCA) - Professional and Vocational Licensing Division (PVL)*

"Enhance our mobile app and implement our online registration system." *Department of Attorney General (AG) - Hawaii Criminal Justice Data Center (HCJDC)*

"Maintain existing functions and troubleshoot any issues that may arise." *Department of Budget and Finance (B&F) - Unclaimed Property Program*

Maintenance service / maintain site (n=5)

"Maintenance of ongoing permit system." *Department of Land and Natural Resources (DLNR) - Division of Forestry and Wildlife (DOFAW)*

"Just maintaining our current web sites." *Department of Land and Natural Resources (DLNR) - Division of Aquatic Resources (DAR)*

Finishing existing projects (n=5)

"1. Complete launch of our new website and make modifications in response to public and staff input/review. 2. Implement needed changes to our existing permits portal (long standing account)." *Department of Land and Natural Resources (DLNR) - State Parks*

"Completing all phases of our system that was started in 2009. Reducing the time to address issues or glitches in system that affects individual customers." *Hawaii Teacher Standards Board (HTSB)*

Increase use (n=4)

"Increase citizen usage of the program." *County of Maui - Maui Motor Vehicle & Licensing (MVL)*

AGENCY eGOVERNMENT PRIORITIES FOR 2015 – Agency Survey

Question: What eGovernment projects are your agency priorities in 2015?

Over half of survey participants (n=35) agency priority's relating to eGovernment projects for this year. The priorities include new projects and improving current services. Ongoing maintenance issues are the priority to some agencies (n=6). The remaining survey participants indicate they are unaware of priorities or that there are no agency priorities.

The following comments were selected to best represent each category. The counts reflect the number of comments that mention each theme. Respondent comments may refer to multiple categories.

Full comments are available on page 37 in the Appendix C.

> ### New project
>
> > Refer to verbatim comments in Appendix B for specific projects.
>
> ### Maintenance (n=6)
>
> > "Maintain existing functions and troubleshoot any issues that may arise."
> > *Unclaimed Property Program*
> >
> > "Website maintenance and its continual ease of use" *Judiciary (JUD)*

SUGGESTIONS FOR NEW SERVICES – Agency Survey

Question: Are there any new services within your organization or elsewhere that you think the portal could provide? Please specify.

This was the last question on the survey and more than half of respondents (n=38) had nothing to report on this question. For some respondents they felt they had already answered the question earlier in the survey, others said they needed to discuss with colleagues or were not themselves privy to that information, and some respondents simply could not think of any new services that HIC could provide. Because of the unique nature of the suggested service, coding was not done on this question

However, a significant number of respondents (n=23) did provide detailed information regarding potential new services. Those responses can be found on page 40 in Appendix C.

ADDITIONAL COMMENTS FOR HIC – Agency Survey

Question: **Are there any comments you have regarding the HIC service(s) you oversee? Please specify.**

Just over half of those participating in the survey provide additional comments about the HIC services they oversee. About one in five comments address the HIC staff and their efforts to satisfy customers. Again, a number of employees are identified by name for their exceptional service. One comment focuses on the importance of this relationship:

> "Our satisfaction with HIC seems to correlate directly with how productive we are in fixing bugs, launching new services and overhauling old ones – all of which depends heavily on the liaison HIC assigns us. Teri is the best, Julie was amazing. We hope HIC recognizes this model for success and continues to give us good folks that can work with HIC developers to get things done quickly and well." *Business Registration Division*

Some respondents mention their satisfaction with a specific service and the success of the website. Regarding a Professional and Vocational Licensing Division website, a respondent remarked:

> "… We have received a lot of positive comments from our licensees in being able to access all their services in one place and with a single account login. They have praised the user friendliness and 24/7 access. This one-stop service and user friendliness has helped contribute to our 90% online renewal user rate with 55,000+ renewals processed out of the total number of eligible licenses renewed last year. We hope to continue the positive trend." *Professional and Vocational Licensing Division*

Suggestions for improvement are offered by several respondents. Examples include the need for more training or a manual, following client specifications, and need for more staff.

Full comments are available on page 44 in Appendix C.

Administrator Survey Findings

The following is a general summary of administrator responses. The limited number of cases does not allow for coding or categorizing of data. Complete responses for each participant on all questions are found in Appendix D (page 48). Full responses from each participant provides a more complete picture of their unique HIC experience and assessment.

Question: From your perspective, what is HIC doing well?

Overall those responding provide positive feedback and express satisfaction with HIC services. Specifically noted are HIC's responsiveness, innovative ideas, and customer support. Some of words were used to describe HIC include fast, friendly, diligent, flexible, responsive, and creative. Also noted are HIC's willingness to work with clients collaboratively and their understanding of the services and needs of agencies.

Question: How could HIC better serve your agency?

Respondents offer a number of suggestions on how HIC services could be improved. Several mention wanting projects done more quickly with some suggesting more HIC staff would help. Nonetheless, respondents seem understanding with the time constraints. Prioritization of tasks helps to make sure important needs are met first.

One respondent expressed concern about the lack of accounting metrics from HIC on what the actual cost is and the payback period and whether HIC is taking on work that may never be paid off. The same respondent was curious whether some of the funding from the self-funded program could go back to upgrades on the services. Documentation of the services provided should include who uses the services and the fees, costs, and revenues. This document is also important to amendments to scopes of work.

An annual meeting with the agency administrator and relevant staff to review the eGovernment services and activities was mentioned by one respondent. Another wanted further development and integrating more services with other state agencies.

Question: Are there any new online services or website upgrades that your agency wants to put in place in the next two years?

State Procurement
- Regarding HIePRO…one of two things - a completely new program or upgrading the current. I am looking at other eProcurement systems out there that may take over these services for us. No decision made at this time.
- Consolidating our "notices" data bases. We need to decide if they are in a single data bases or separate.
- We do need a learning management system but I don't think HIC does that.
- I don't' think we can make eProcurement mandatory – at least not this year. So the question is do we incorporate the notices in HIePRO or wait until everything moves in to eProcurement. Do we set up a separate data base? It is not an issue with HIC; it is really an internal decision.

Commerce and Consumer Affairs
- Professional & Vocational Licensing – develop license applications.
- Improve Business Registration site even more.
- Upgrade the "My Business Express"
- Increase our new business registrations online and making improvements to the online system.
- Implement some of the payment system processes department wide and even a complaints system.
- Bring all of the divisions up to the same level.
- More online services to streamline our current processes.
- More services and build on current services to allow licensees additional options to self-manage their current licenses and apply for new licenses
- More online services for general public to address request for licensing information
- Integrate data with departments and divisions to reduce data redundancy and streamline process.
- Provide an online system to allow filers to resubmit corrected filing or file a missing attachment

Judiciary
- Personal/individual traffic abstract ordering
- Payment services for all transactions at the cashier windows and via the Internet
- Interactive interviews for form filing with e-delivery
- Bulk criminal data service
- Upgrade of the Judiciary website to the State standard
- Electronic Traffic Citations

Attorney General
- Launch an online professional solicitor and fundraising counsel registration system
- Transform the registration exemption application process and the commercial co-venture consent form into an electronic submission process
- Automate the process of retrieving the registered charity submissions from the IRS fed/state backend
- Launch a special invoicing system
- Our division has a contract with a different vendor to host and maintain a charity registration system and may consider having HIC host that registry once our contract had expired.

Question: Are there other comments about the services HIC provides that you'd like to share?

When given the opportunity to add further comments, several respondents reiterate their satisfaction with HIC and its services including one respondent who said that they had received a lot of positive comments from licensees who were pleased that they could access all services in one place and with a single login. Another indicated he had spoken with all of his division chiefs who had given glowing remarks.

A couple of respondents too the opportunity to offer express concerns including the need for more HIC staff and the desire to have a list of what is included in 'free services' offered by HIC .

Question: Would you share any comments on the self-funded model and how it has helped or could help your services or other services in government?

Respondents provided interesting information regarding the self-funded model. Even when expressing concerns, several say the model has enabled them to develop online systems and services that may not have been possible with limited budgets. In addition, HIC has provided other unseen services like ongoing customer support.

While one commented that none of their customers have complained about the convenience fees but said they still push HIC to keep fees as low as possible.

HIC being a subsidiary of National Information Consortium was mentioned as a benefit because it allows agencies to benefit from the shared infrastructure and applications both locally and nationally.

The value of the self-funded model has helped an agency streamline many high volume processes, minimizing staff's processing time and workload.

In another agency, the funds generated from the model allowed for continual development and enhancement of their current process as well as paving the way for other applications.

Some of the concerns expressed about the self-funded model involve, limitations on implementation, the need for transparency about the money the service is generating, the need for better understanding by state agencies about the fees generated and what they can fund.

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APPENDIX A

Documents - Agency POCSurvey

Email Letter to Agency Contacts from Hawaii Information Consortium
Email Invitation from The Center for Public Policy & Administration
NICUSA – Hawaii Agency Online Survey Questionnaire

Email Letter to Agency Contacts from Hawaii Information Consortium

Aloha (name),

We at HIC are committed to providing great electronic government solutions that deliver the best possible customer experience for the citizens we serve. I ask for your valuable feedback as we reflect upon what we've accomplished and how we can better serve you in the future.

 We have partnered with the University of Utah to help us with this project. (Unfortunately, UH was not interested.) Please take a few minutes to respond to the seven simple questions that Dianne Meppen (Dianne.meppen@cppa.utah.edu) from the University of Utah will send you by email Thursday February 12th.

 Thank you in advance for helping us assess what we do, how we're doing, how were doing it, and how we can best support you and your organization going forward.

 Mahalo,

 --
Russell Castagnaro
General Manager
eHawaii.gov - Hawaii's State Internet Portal

Email Invitation from The Center for Public Policy & Administration

Dear (point of contact name)**,**

Yesterday you should have received an email from Russell Castagnaro notifying you that you would be getting a short survey from the University of Utah. You are receiving this questionnaire because you were identified as a main point of contact for one or more eGovernment services provided through Hawaii's Internet Portal Provider, Hawaii Information Consortium, LLC (HIC).

This email contains the link for you to answer the 7 simple questions. The results will be shared with the Access Hawaii Committee. Thank you for your assistance in providing this feedback on eGovernment in Hawaii. Your responses, along with responses from other agencies, will be used to measure satisfaction as well as identify areas for improvement for HIC.

Follow this link to the Survey:
Take the Survey

Or copy and paste the URL below into your internet browser:
https://csbsutah.co1.qualtrics.com/WRQualtricsSurveyEngine/?Q_SS=51NvqkDWl6JnaDj_25M8PHtBQJLp9Wd&_=1

If you have any questions about the survey, please contact me at dianne.meppen@cppa.utah.edu, 801-587-7807.

Dianne Meppen

NICUSA – Agency Contact Online Survey Questionnaire

Thank you for your assistance with this short survey regarding eGovernment in Hawaii. Your responses, along with responses from other agencies, will be used to measure satisfaction as well as identify areas for improvement for HIC.

If you have any questions about the research please contact:

The Center for Public Policy & Administration at the University of Utah
(CONTACT INFORMATION GIVEN)

1. Thinking about the online service(s) that you are responsible for, how satisfied are you with Hawaii Information Consortium?

Very Dissatisfied	Dissatisfied	(Neutral)	Satisfied	Very Satisfied
1	2	3	4	5

What is HIC doing well?

_____

2. How could HIC better serve you?

_____

3. Considering the services you oversee, what are your priorities in the next year?

_____

4. What eGovernment projects are your agency's priorities in 2015?

_____

5. Are there any concerns or comment you have regarding the HIC service(s) you oversee? Please specify.

_____

6. Are there any new services (within your organization or elsewhere) that you think the portal could provide? Please specify.

_____

APPENDIX B

Documents - Administrator Survey

Email Letter to Administrators from Hawaii Information Consortium
NICUSA – Hawaii Administrator Survey Questionnaire

Administrator Email Invite from Hawaii Information Consortium / eHawaii.gov

Aloha,

We at HIC / eHawaii.gov are committed to providing great electronic government solutions that deliver the best possible customer experience for the citizens we serve. I ask for your valuable feedback as we reflect upon what we've accomplished and how we can better serve your agency in the future.

We have partnered with an independent research center at the University of Utah to help us with this project. Dianne Meppen from University will be calling to schedule time to conduct a short telephone survey with you. Please take a few minutes to respond to these questions.

Thank you in advance for helping us assess what we do, how we are doing, how we are doing it, and how we can best support you going forward.

Mahalo,

Russell
General Manager
Hawaii Information Consortium / eHawaii.gov

NICUSA – Hawaii Administrator Survey Questionnaire

(Introduction of interviewer) Thank you for your time. Your responses, along with responses from other agencies, will be used to help Hawaii Information Consortium (also known as HIC) and eHawaii.gov better understand what they do well for your agency, how they can best meet your future needs, and identify any areas for improvement.

1. From your perspective, what is HIC doing well?

    _____

2. How could HIC better serve your agency?

    _____

3. Are there any new online services or website upgrades that your agency wants to put in place in the next two years?

    _____

4. Are there other comments about the services HIC provides that you'd like to share?

    _____

5. Would you share any comments on the self-funded model and how it has helped or could help your services or other services in government?

    _____

APPENDIX C

Agency POC Survey Respondent Verbatim Comments and Responses

What is HIC doing well?

Division	Comment
Airport Division	They have added personnel to work closely with us. Communication has increased, projections/ideas shared with us to increase appeal of site and request for input expressed by HIC.
Bureau of Conveyances (BOC)	Dedicated Account Manager (Laurenz Bacungan) learning our business and how to support us better.
Business Registration Division (BREG)	HIC has improved a lot and it seems to be because of the liaison assigned to our division. Teri is great. She's smart and can translate our concerns to the developers in a way where the results are practical, make sense and meet our needs. She is also very responsive, organized and reliable.
Business Registration Division (BREG)	Hired good HIC individual, Teri B., that is our Business Registration liaison. We need 2 more of her.
Child Support Enforcement Agency (CSEA)	Processing our daily file and maintaining the web site quite well.
Child Support Enforcement Agency (CSEA)	They are real partners in all things. They are outside the box thinkers and very responsive.
Division of Aquatic Resources (DAR)	Everything
Division of Aquatic Resources (DAR)	Quick response, excellent problem solving
Division of Aquatic Resources (DAR)	They do a good job with security patches, backing the databases and other routine maintenance procedures to run web applications.
Division of Boating and Ocean Recreation (DOBOR)	Online presence with new template has greatly improved webmasters ability to update sites fast and easy.
Division of Boating and Ocean Recreation (DOBOR)	We meet with them weekly to address system issues.
Division of Forestry and Wildlife (DOFAW)	Managing fee collections of Commercial Tour Operators on DOFAW trails.
Division of Forestry and Wildlife (DOFAW)	Response to issues and inquiries are usually quick and thorough.
Division of Forestry and Wildlife (DOFAW)	The system works fine for what we need. It runs smoothly and vendors do not need to have issues
DOTAX General	Continued operation of MeF and ELF portals

Division	Comment
(cont.) What is HIC doing well?	
DOTAX General	I don't deal with HIC too much but the developer that I work with at HIC is very knowledgeable and informative.
Employees' Retirement System (ERS)	Very timely in addressing request and/or trouble tickets. Always willing to assist as needed.
Hawaii Criminal Justice Data Center (HCJDC)	Helping me solve problems that may arise with certain accounts or things that need to fixed within the system.
Hawaii Criminal Justice Data Center (HCJDC)	Processing simple applications and renewals; general questions.
Hawaii Criminal Justice Data Center (HCJDC)	Providing/suggesting solutions. They respond to inquiries, issues, and requests very timely.
Hawaii Department of Parks and Recreation	Customer Support
Hawaii Department of Parks and Recreation	I work mostly with Teri and I like that she responds very quickly to my simple requests and questions.
Hawaii Department of Water Supply (DWS)	Providing regular reports, deposits, and very responsive to resolving any issues that may arise.
Hawaii State Energy Office	Project coordination, response time, help technicians/staff
Hawaii State Energy Office	Responsive to customer needs, following through on making necessary repairs and development, easy to work with, developing functional tools to our liking and satisfaction.
Hawaii Teacher Standards Board (HTSB)	Providing knowledgeable project managers who seem genuinely interested in being of service to customers.
Hawaii Vehicle Registration and Licensing Division (VRL)	Providing a service that we need.
Hearings Office (OAH)	Great turn-around time on addressing website functionality issues.
HIC App	I work with the CMS team and they are helpful in finding and implementing solutions for the State's website needs.
High Technology Development Corporation (HTDC)	HIC has designed some very innovative websites for DBEDT and has entered into Service Agreements for hosting and posting that have saved DBEDT staff time and resulted in easy to navigate, continuously updated sites.
High Technology Development Corporation (HTDC)	No procurement. Spending time to understand the issues.

Division	Comment
(cont.) What is HIC doing well?	
Insurance Division	As far as the information for my work that is sent electronically flows smoothly. Whenever we have a problem we contact HIC and someone always responds within a reasonable time.
Insurance Division	Communication and problem solving.
Insurance Division	Making access of information to the public easier
JUD General	Support and communication with users.
Land Division	Very responsive to problem solving. Easy to get a hold of and quick to follow-up. Forwards our payments on time. The website they initially devised has always worked well and garners praise from the public on its ease of use.
Narcotics Enforcement Division (NED)	HIC is providing a valuable service to the State at a reasonable cost. We have had a great working relationship with the contacts we have had to work with both in the past and in the present. We have been serviced with little or no problems and are properly and accurately assisted when needed. The customer service our users have received from HIC is to be commended. The staff is helpful and friendly and has resolved issues related to their scope of work and has the ability to discern what is outside their scope and properly pointed the user in our direction for complete resolution. The partnership with HIC has been a great asset to our division.
Office of Health Status Monitoring (OHSM)	With very limited staff of a profit making organization, the 2 individuals we have contact with are responsive and dedicated, but over-extended.
Office of the City Clerk (OCC)	My recent experience with HIC revealed a very thorough requirements identification/design process.
Policy and Planning Department	HIC is responsive and provides a level of quality that users didn't realize was possible.
Professional and Vocational Licensing Division (PVL)	HIC has a terrific team that responds very timely to our requests.
Professional and Vocational Licensing Division (PVL)	HIC is very responsive to our needs and to the needs of our licensees. HIC takes the time to understand our processes (which are not the easiest) in developing new services and recommends substantial improvements to our existing online services. They have managed to recreate our services to adapt to mobile devices on their own initiative. / / HIC assists our staff, licensees and general users with technical assistance on the services provided but more importantly they also provide an additional customer service for us in answering frequently

Division	Comment
	asked questions that are not necessarily related to the online services provided.
(cont.) What is HIC doing well?	
Real Estate Branch (REB)	What HIC does best is service those applications they created for us.
Research and Statistics Division	While our service was being developed, the project manager assigned to us was very responsive to our suggestions and recommendations. She responded to our emails, phone calls and requests for in-person meetings in a timely manner. She also provided training on the tools used for the project development.
State Lab Division (SLD)	The service is reliable and when problems arise, HIC is responsive and quick to get back to me
State Parks	Managing our camping and lodging permit system and performing the redesign of our Hawaii State Park website
State Parks	They respond thoughtfully and in a timely manner to issues and policy changes that require system alteration. Included us early in talks about needed overhauls (i.e. conversion to mobile-friendly platform). The recent assigning of an additional individual to oversee our account from the HIC side was a great improvement.
State Procurement Office (SPO)	HIC responsive to our needs and requirements.
Tax & Charities Division	HIC is and has provided excellent customer service to our division and the members of the public that access the systems and information hosted by HIC. The staff at HIC has taken the time to learn about and understand the work that we do and have been proactive and enthusiastic in making suggestions to assist our division in making our eGovernment system more efficient and user friendly. HIC's innovative ideas and work have allowed our division to transform almost all of our paper forms into an electronic format that will be submitted online which will allow our division to process registrations, reports, applications, payments, and forms faster, more efficiently, and will eliminate the storage problems that our agency as a whole faces. Additionally these eGovernment systems will also provide greater transparency and accessibility of information on charities and professional solicitors that are registered with our division that will be available to the public. HIC programmers have been attentive of the issues and challenges that our division has encountered with our other Internet-based registration and reporting system and have taken

Division	Comment
(cont.) What is HIC doing well?	those issues into consideration in designing and developing the eGovernment systems that we have collaborated with them on. (comment cont.) They are excellent at asking and receiving input on the systems they are developing and deploying for our division and respond quickly to all of our requests and inquiries. The programmers have kept our division updated on the status of the projects and involved and asked for input from us at each stage of development.
Traffic Violation Bureau (TVB)	As the court administrator of the Traffic Violations Bureau, Honolulu Division, I oversee the operations and processes involving traffic citations. Accordingly, I work with HIC in various projects as they are the government portal serving the Judiciary. For me, HIC's greatest strength is providing great customer service as they are prompt in responding to any concerns, issues, etc. that may arise involving our operations and the public that we service.
Tuberculosis Branch	Their technical support is very responsive when I send out a ticket (usually within 24-48 we have issue resolved). The application and the video we captured when we went live with our application has been easy to use and required very little face-to-face training. Our program interfaces with another program and the staff have found that the system is fairly easy to use and if they have issues the ability to access live chat with a tech is very helpful in timely resolution since both of our programs do not have a tech on site in our offices. Knowledge that we are able to work with a consultant such as HIC on our application (as we are trying to evolve) the application is nice as well because we have no IT analyst support in application design and that HIC is willing and able to provide this type of support to our program.
Unclaimed Property Program	HIC has been very timely and responsive to reported issues. HIC regularly keeps us apprised of issues that may affect the services they provide.
Unemployment Insurance Division	Respond to customer questions in a timely manner.
Unemployment Insurance Division	Responsive
Volunteer in Public Services (VIPS)	Very user friendly application and recordkeeping.

How could HIC better serve you?

Division	Comment
Airport Division	Continued discussions are great.
Bureau of Conveyances (BOC)	Provide Laurenz with more resources so he can be reasonably responsive to our needs.
Business Registration Division (BREG)	Have more staff to help with Business Registration's projects and issues
Business Registration Division (BREG)	Some of the projects that we would like to do seem to lag behind. I don't know why that happens but it seems like if a project gets caught in a mix with any other government agency - so for example, updating HBE which is a multi-agency system - it just stalls and stalls. The easy excuse is to blame the other agencies for slowing it down. But that isn't the truth, or at least it's not the whole truth. It seems more like an HIC coordination problem of how they deal with multi-agency projects.
Child Support Enforcement Agency (CSEA)	Because they are so good, they are getting busier so sometimes the process to implement can be longer than usual. We're just so used to their responsiveness!
Division of Aquatic Resources (DAR)	Nothing comes to mind
Division of Aquatic Resources (DAR)	Quicker response to new product development. Projects that are client requested sometimes takes a long time to implement because they are low priority.
Division of Aquatic Resources (DAR)	They need to adhere to project schedule deadlines. Often times during the project, suspense dates to complete system design specifications, mock ups, testing of draft application elapse. It would help if the developer and lead programmer would participate with the client in developing the system design specifications. In this manner, the client can convey what kind of product is being desired.
Division of Boating and Ocean Recreation (DOBOR)	Train department webmasters to have tools available to ICSD. There aren't too many ICSD support staff to support our needs at our department. We have 30+ aggressive and productive content managers but feel the constraint to do more with having access to more WordPress plugins.
Division of Boating and Ocean Recreation (DOBOR)	We are four years into the project and there are items, that were identified then, that do not work.
Division of Forestry and Wildlife (DOFAW)	Allowing new technology for system upgrades to make it user friendly by public and DOFAW

Division	Comment
	staff that monitor public use of DOFAW recreational areas.

(cont.) How could HIC better serve you?

Division	Comment
Division of Forestry and Wildlife (DOFAW)	I do not use all the applications that provide information. If all of the pages or sites related to the system could be available on one website it would make it a lot easier
Division of Forestry and Wildlife (DOFAW)	No major issues need to be dealt with now.
DOTAX General	Faster customer service and help ticket response time.
DOTAX General	I am satisfied with how my project went. HIC was quick to delegate work once I put a request.
Hawaii Criminal Justice Data Center (HCJDC)	As far as I'm concerned, HIC does an outstanding job in developing, maintaining, and enhancing our services.
Hawaii Criminal Justice Data Center (HCJDC)	Handle more complicated questions and applications instead of just forwarding them to the Notary Office. Many of the more complicated questions and applications repeat themselves, and HIC should add these to their FAQ list.
Hawaii Criminal Justice Data Center (HCJDC)	Letting us know the status on pending changes that was discussed at our last meeting and changes that we may want done.
Hawaii Department of Parks and Recreation	Creating more user friendly webpage design for our camping permits
Hawaii Department of Parks and Recreation	HIC manages our County Camping website. I wish the website had a better flow to it and was easier to use. We get a lot of complaints about it from campers trying to book their permit; they end up coming into our office to book the permit instead of doing it at home. We have submitted suggestions and changes but it takes a while for it to get implemented. I understand there is programming involved but it would be nice if the response time was a lot quicker.
Hawaii Department of Water Supply (DWS)	Eliminate disconnection from Corporate to ensure continuous flow of reports, etc. but I'm not sure if this is possible.
Hawaii Vehicle Registration and Licensing Division (VRL)	It would be better if they would send reports daily and not combine the weekends in the Monday total.
Hawaii State Energy Office	Interaction with corporate and third-party software coders/designers slows the process and reduces control over projects.
Hawaii State Energy Office	Pricing. I wonder is HIC's pricing is competitive

Division	Comment
Hawaii Teacher Standards Board (HTSB)	Improve their ability to make changes to online systems faster. I believe they use developers in other countries and unlike other technology companies take significant time to make what seem like simple changes to systems.
(cont.) How could HIC better serve you?	
HIC App	Provide more documentation on solutions built.
High Technology Development Corporation (HTDC)	Better communication on the tools they use to develop the websites.
High Technology Development Corporation (HTDC)	Provide total cost of "design, develop, test and launch" estimates prior to start of projects.
Insurance Division	Add more online features for Licensing, such as print license online
Insurance Division	For my portion of what HIC does for me I have no comment as to how they can better serve me. I am satisfied.
Insurance Division	Provide ideas that have been developed for other agencies to the Division in a more timely manner.
JUD General	Can't think of anything.
Land Division	I really have had no complaints about my experience with eHawaii. I hope they are able to hold on to their staff, at least the individuals I've worked with because competent staff members are the key to a successful partnership. And, of course, we've had almost seven years of working together so there's a sense of mutual understanding - our respective roles are well-defined.
LG General	(Can't think of anything)
Maui Motor Vehicle & Licensing (MVL)	Not sure at this time
Narcotics Enforcement Division (NED)	Although service is given properly and with accuracy, the timeliness has been a bit slower than expected which, in my estimation, probably due to the overwhelming amount of workload HIC has to deal with. HIC could also better serve us by finding a way to for us to accept business checks electronically in order to streamline our registration process effectively.
Office of Health Status Monitoring (OHSM)	They need to operate more like a service bureau that serves the needs of customer rather than a Monday to Friday 7:45 a.m. to 4:30 p.m. organization. Maintenance of the systems need to be done when the system is used the least, usually weekends and late at night.

Division	Comment
	Customer service rather than maximizing profit should be the priority. They should be spending more time understanding customer/user behavior rather than only focused on maximizing click fees. They should devote more time to testing systems rather than just relying on the customer to point out bugs.

(cont.) How could HIC better serve you?

Division	Comment
Office of the City Clerk (OCC)	Service seems adequate as is.
Policy and Planning Department	HIC provides the highest possible level of service.
Professional and Vocational Licensing Division (PVL)	Developing and integrating more services with other State agencies would help streamline more of our processes. / HIC has helped us streamline some of our most difficult processes through integration with current existing services. For example: HIC helped us develop and implement an online renewal system for Contractor licenses through integration with the Hawaii Department of Taxation (DoTax) to verify a contractor's tax clearance compliance requirement. This has helped reduce staff's processing of contractors renewals with 62% of these renewals being processed online; this would not have been possible without the integration with DoTax.
Professional and Vocational Licensing Division (PVL)	I cannot think of how HIC could serve us better. HIC is topnotch.
Real Estate Branch (REB)	With current applications not much. With new applications, HIC appears to be limited in the availability based on available resources (staff to complete new projects).
Research and Statistics Division	I have no suggestions – they are very helpful and respond quickly to any questions and issues.
State Lab Division (SLD)	Format the data tables with slightly larger fonts to be easier to read; this is a small issue in comparison to the service we get.
State Parks	Cannot think of any improvements currently
State Parks	Perhaps send tickler notifications at regular intervals asking whether we are in need of system tweaks or reminders of things that we owe them (knowing that this is a two-way street). This has been inconsistent from the HIC side depending on who is overseeing which aspect of our on-line services (I oversee two distinct services with different reps).
State Procurement Office (SPO)	Quicker turnaround time for fixes
Tax & Charities Division	Clone their staff so that there would be more of them to work on projects for the State. On a

Division	Comment
	serious note, our division is very pleased with the service that HIC provides not only directly to our division, but to members of the public that access our web page. Like all government agencies, we are impatient and would love to have the projects, modifications, and upgrades that we collaborate with HIC on done yesterday.
Traffic Violation Bureau (TVB)	Can't think of anything at this time.
(cont.) How could HIC better serve you?	
Tuberculosis Branch	Develop of an AD HOC reporting module and IT systems analysis of our application would be helpful (we usually need to bring projects to HIC, but would be great if they looked at our process flow, current application and made suggestions as to what we could covert to electronic processes that would streamline workflow), since we don't have this type of expertise within our program. This would assist in requesting funding resources for project and it could be a long range plan dependent of funding resources but at least we would have idea within the next few years of develop and implementation to demonstrate cost savings to State in time & effort, and man power.
Unclaimed Property Program	We will reach out to HIC if there are additional services they may provide us
Unemployment Insurance Division	Projects in works now
Volunteer in Public Services (VIPS)	Extremely satisfied, so unsure if it can get better

Considering the eGovernment services you oversee, what are your priorities in the next year?

Division	Comment
Airport Division	Possibly auctioning larger items from in and around the airport. Attracting more bidders to our site by possibly advertising on other sites and including our link. Discussion on how we may better address repeat non-payment by same bidders.
Bureau of Conveyances (BOC)	Correct outstanding Landlink issues, complete full capability for Regular System e-Recording and start Land Court e-Recording integration.
Business Registration Division (BREG)	Increasing our new business registrations online and making improvements to the online system.
Business Registration Division (BREG)	The quality, functionality, look and feel of online services seems to be evolving so quickly. We want to keep it all fresh and have the current speed and service that our customers expect from the private sector. It's hard because 2 years ago, our site was the freshest and now it's not. It's hard to never be able to settle back and let things just run, but our priority of high quality service in this really fast tech environment means we can't. So over the next year, we want to overhaul some of our services to function better and with greater efficiency (HBE/Wizard) as well as launch more services that accommodate mobile devices (shopping carts, etc.).
Child Support Enforcement Agency (CSEA)	Taking more government services to the web, enabling the public to do the work and make it more convenient for them.
Child Support Enforcement Agency (CSEA)	To seek assistance from eHawaii on working with the Dept. of Labor on their employer reporting site. We'd like to see if we could 'piggy-back' on the application to offer employers another method of reporting New Hire information.
Division of Aquatic Resources (DAR)	Just maintaining our current web sites.
Division of Aquatic Resources (DAR)	On line report writing and submittal to the agency. Making existing webpages more user friendly.
Division of Aquatic Resources (DAR)	We would like to place all of our front end data entry of reporting received from the public online. Currently, the online adoption rate is increasing every year. By taking advantage of this trend, we can efficiently process, store and analyze important fisheries data for management purposes on a real time basis.

Division	Comment
(cont.) Considering the eGovernment services you oversee, what are your priorities in the next year?	
Division of Boating and Ocean Recreation (DOBOR)	Consolidate single login profile to all DLNR services.
Division of Boating and Ocean Recreation (DOBOR)	I would like to have my staff be able to use HIC's system with confidence and not have to worry about receiving error messages.
Division of Forestry and Wildlife (DOFAW)	Get all of our permits available to be approved online
Division of Forestry and Wildlife (DOFAW)	Maintenance of ongoing permit system.
DOTAX General	Enhancement and improving E-filing system with safeguard or e-database to prevent from fraudulent returns
DOTAX General	Website enhancement for easier navigation and research
Employees' Retirement System (ERS)	Enhancements to our existing applications. Unfortunately, most of our requests will be dependent on our budget which will determine if and when we are able to move forward.
Hawaii Criminal Justice Data Center (HCJDC)	Enhance our mobile app and implement our online registration system.
Hawaii Criminal Justice Data Center (HCJDC)	Finding a way of not having to mail out paper renewals, changing the format of the online renewal applications.
Hawaii Criminal Justice Data Center (HCJDC)	Increasing the percentage of applicants and notaries who use HIC online services.
Hawaii Department of Parks and Recreation	I want to get the camping website streamlined.
Hawaii Department of Parks and Recreation	Making improvements on the overall camping permit process
Hawaii Department of Water Supply (DWS)	Nothing planned for eGovernment service in the next year.
Hawaii State Energy Office	Continuing to upgrade existing tools and seeking the development of new tools.
Hawaii State Energy Office	Updating apps, site content
Hawaii Teacher Standards Board (HTSB)	Completing all phases of our system that was started in 2009. / Reducing the time to address issues or glitches in system that affects individual customers.
Hearings Office (OAH)	Maintain current services and be prepared in the event service availability is mandated.
HIC App	Possibly a template redesign or slight facelift.
High Technology Development Corporation (HTDC)	Expand State GIS database and access.

Division	Comment
High Technology Development Corp. (HTDC)	Updated survey forms.

(cont.) Considering the eGovernment services you oversee, what are your priorities in the next year?

Division	Comment
Insurance Division	Provide other alternative methods to access the information
JUD General	Reviewing user enhancement requests now.
Land Division	I'm very satisfied with how things are going. However, I plan to retire at the end of 2015 so I may request some tweaks to the website because no one has the insight into Wiki Permits that I do. Some of my office teammates have worked extensively with Wiki Permits, but I have always been the "manager" and for the last two-three years, I was tasked with doing everything for Wiki Permits - unless I'm out of the office on leave. So, I believe I owe it to government and the public to make whatever further refinements I can think of before retiring.
LG General	To take on other responsibilities other than name changes.
Maui Motor Vehicle & Licensing (MVL)	Increase citizen usage of the program.
Narcotics Enforcement Division (NED)	Priority will be given to implementing the next phase of structuring our online system to electronically accept business checks and giving access to all users to conduct their business with our division online regardless of what type of registration they need. I would also like to be able to communicate with our registrants by mass email through the website.
Office of Health Status Monitoring (OHSM)	Continue to improve service to our customers
Office of the City Clerk (OCC)	Improved/better online presence.
Policy and Planning Department	Try to counteract judges' efforts to have lawyers not respond to judicial evaluations.
Professional and Vocational Licensing Division (PVL)	Continue to provide more online services to streamline our current processes. / Provide more online services and build on our current online services to allow our licensees additional options/features to self-manage their current licenses as well as applying for new licenses. / Provide more online services and build on our current online services for the general public by providing additional options to address requests for licensing information.
Professional and Vocational Licensing Division (PVL)	We would like to offer online application forms to applicants; be able to accept credit card payments; and streamline application processes.
Real Estate Branch (REB)	Providing our licensees with more online services. Services that allow the maintenance of

Division	Comment
	their existing account information. This includes changing names, addresses, employment, etc.
(cont.) Considering the eGovernment services you oversee, what are your priorities in the next year?	
Research and Statistics Division	Just continuation of the hosting and trouble-shooting assistance as needed.
State Lab Division (SLD)	I would like to be able to track histories on individual accounts easier; perhaps by license number and last name.
State Parks	1. Complete launch of our new website and make modifications in response to public and staff input/review. / 2. Implement needed changes to our existing permits portal (long standing account).
State Parks	launching our new website platform
State Procurement Office (SPO)	Complete all fixes, changes and/or updates.
Tax & Charities Division	For 2015 the eGovernment priorities for our division are to launch an online professional solicitor and fundraising counsel registration system; transform the registration exemption application process and the commercial co-venture consent form into an electronic submission process; automate the process of retrieving the registered charity submissions from the IRS fed/state backend; and launching a special invoicing system.
Traffic Violation Bureau (TVB)	To streamline operations with automation for more efficiency and accuracy.
Tuberculosis Branch	To be able to broker & develop merging of TB Client Tracking and PHN's RPMS (an EHR built by the federal IHS) to provide TST tracking with an accredited EHR component (this would replace the nursing tabs) that would incorporate electronic exchange between digital CXR images & notification, medication regime information & notification, and laboratory information & notification.
Unclaimed Property Program	Maintain existing functions and troubleshoot any issues that may arise.
Unemployment Insurance Division	complete project
Unemployment Insurance Division	Provide more online services to our customers
Volunteer in Public Services (VIPS)	continue to maintain a large cadre of volunteers utilizing the eGov database

What eGovernment projects are your agency's priorities in 2015?

Division	Comment
Airport Division	For our unit, posting of additional lots, additional bidders who pay, ability to block a non-paying bidder without affecting his/her other accounts.
Bureau of Conveyances (BOC)	An increase in capabilities of public document search.
Business Registration Division (BREG)	Increasing our new business registrations online and making improvements to the online system.
Child Support Enforcement Agency (CSEA)	None.
Child Support Enforcement Agency (CSEA)	Sex Offender Registration / Symposium / Integrated Justice / Expungement
Division of Aquatic Resources (DAR)	I'm not aware of any new projects during the coming year that will require eGov services.
Division of Aquatic Resources (DAR)	On line reporting
Division of Aquatic Resources (DAR)	The updating of a web application from PERL operating system to JAVA. And, to complete the modification of another web application to facilitate online reporting.
Division of Boating and Ocean Recreation (DOBOR)	State Historic Preservation - Information Management System
Division of Boating and Ocean Recreation (DOBOR)	That our users be able to use HIC's system with no system errors/
Division of Forestry and Wildlife (DOFAW)	Maintaining current projects and exploring an online hunting system
Division of Forestry and Wildlife (DOFAW)	Maintenance of ongoing permit system.
DOTAX General	I am not a level to talk about this as I am in charge of testing only.
Employees' Retirement System (ERS)	Our agency has not finalized the goals and priorities due to an administrative change in November of 2014.
Hawaii Criminal Justice Data Center (HCJDC)	Increasing percentage of use and revenues.
Hawaii Criminal Justice Data Center (HCJDC)	The new fee changes that will eventually take effect this year.
Hawaii Department of Parks and Recreation	Possibly expanding to other permits our department issues
Hawaii Department of Parks and Recreation	We wanted to add on a website for pavilion rentals but until we can solve the issues with the camping website we will be holding off.

Division	Comment
Hawaii Department of Water Supply (DWS)	Nothing planned for eGovernment service in the next year.

(cont.) What eGovernment projects are your agency's priorities in 2015?

Division	Comment
Hawaii Vehicle Registration and Licensing Division (VRL)	Could we be provided with a list of projects they are working on?
Hawaii State Energy Office	Renewable Energy Permitting Wizard, Renewable Energy Projects Directory/Leaders List, Hawaii State Energy Office website
Hawaii State Energy Office	Updating apps
Hawaii Teacher Standards Board (HTSB)	Full deployment of teacher licensing system.
Hearings Office (OAH)	None, at the moment.
HIC App	Rolling out a statewide intranet.
High Technology Development Corporation (HTDC)	Depends on Legislative mandates for new tax credit surveys.
High Technology Development Corporation (HTDC)	Updated survey forms, open data projects.
Insurance Division	Licensee (both individual and business entity) able to print license and associated documents.
Insurance Division	None, I have not had discussions with them for a while.
JUD General	Possible credit card usage expansion.
Land Division	I'm not aware of any new projects being contemplated by Land Division that would involve eHawaii. However, I do hear of other Divisions within DLNR having the need for services (Boating and Ocean Recreation; and Parks.)
Maui Motor Vehicle & Licensing (MVL)	None planned at this time.
Narcotics Enforcement Division (NED)	Establishing and implementing a better way to collect funds electronically from business accounts.
Office of Health Status Monitoring (OHSM)	Customer service and facilitating the work of our staff who are asked to do more with less resources and personnel.
Office of the City Clerk (OCC)	None planned, but possibly a redo of a Division website.

Division	Comment
Policy and Planning Department	Judicial Evaluation
Professional and Vocational Licensing Division (PVL)	Integrate data within the departments divisions, reduce data redundancy and streamline processes.

(cont.) What eGovernment projects are your agency's priorities in 2015?

Division	Comment
Professional and Vocational Licensing Division (PVL)	We are working on replacing our antiquated database system.
Real Estate Branch (REB)	Working on replacing our licensing system.
Research and Statistics Division	None (see #4 above)
State Lab Division (SLD)	None right now.
State Parks	asset management programs
State Parks	Same as #4. If staff time and internal policies allow, introduce additional online permit capabilities.
State Procurement Office (SPO)	Comprehensive database for all procurements statewide
Tax & Charities Division	N/A. Our division works directly with HIC on eGovernment projects for our division and we are not involved with any eGovernment projects that the Department of the Attorney General is working on with HIC.
Traffic Violation Bureau (TVB)	Although I'm in a management position, this question may best be answered by the Judiciary Administration.
Unclaimed Property Program	Maintain existing functions and troubleshoot any issues that may arise.
Volunteer in Public Services (VIPS)	website maintenance and its continual ease of use

Are there any new services (within your organization or elsewhere) that you think the portal could provide? Please specify.

Division	Comment
Airport Division	Not at this but there are possibilities in the future.
Business Registration Division (BREG)	Provide an online system to allow filer to resubmit corrected filing or file a missing attachment.
Business Registration Division (BREG)	We would love a proper shopping cart function. Wizard could be overhauled. If security ever becomes possible, maybe a system that can auto fill for credit card payments.
Child Support Enforcement Agency (CSEA)	Can't think of any at this point in time.
Child Support Enforcement Agency (CSEA)	Not that I can think of right now; however, be assured that when those come up, if we think that HIC can assist, they are the first that we reach out to!
Division of Aquatic Resources (DAR)	Client generated report development using non-confidential data from the website. For example, summaries of number of licenses issued by island, by year, or over the last three years
Division of Aquatic Resources (DAR)	HIC works on multiple RFPs within departments. This means they have projects among the various divisions in the department. Some of the divisions share a common caseload of clients. Given the respective division administrators provide authority to link their respective web sites, there should be more web portal technical support to interface these systems. / Some web applications cater to the public for permits, licenses and reports, payments, etc. It would be ideal to have the application provide automatic system generated email messages to prompt the users to respond to requirements that are in arrears.
Division of Aquatic Resources (DAR)	No
Division of Boating and Ocean Recreation (DOBOR)	I am looking for a GIS FAQ portal to give our customers a more visual approach to natural resources activities.
Division of Boating and Ocean Recreation (DOBOR)	No.
Division of Forestry and Wildlife (DOFAW)	Access permit system. To be spearheaded by someone else in our office.
Division of Forestry and Wildlife (DOFAW)	Making all DOFAW permits available online

Division	Comment
Division of Forestry and Wildlife (DOFAW)	Pending additional program public use.

(cont.) Are there any new services (within your organization or elsewhere) that you think the portal could provide?

DOTAX General	I am not a level to say this.
Hawaii Criminal Justice Data Center (HCJDC)	Need to discuss that we others involved and get feedback.
Hawaii Department of Parks and Recreation	Expanding to other types of permits we issue.
Hawaii Department of Parks and Recreation	Yes most definitely. Rentals for Pavilions, Community Centers, Gyms, and other various facilities. We will not implement these until the camping website issues have been taken care of and we start getting better feedback from our users.
Hawaii Department of Water Supply (DWS)	None at this time.
Hawaii Vehicle Registration and Licensing Division (VRL)	No.
Hawaii State Energy Office	We are considering increased ability to connect external stakeholders and receive input from the public.
Hawaii Teacher Standards Board (HTSB)	Not at this time.
HIC App	None
High Technology Development Corporation (HTDC)	Depends on Legislative mandates.
High Technology Development Corporation (HTDC)	Open data accessibility and dashboards.
Insurance Division	Don't know what changes to technology or opportunities are out there.
Insurance Division	Print license for renewal, / online renewal for CE providers & courses
JUD General	Not at this time.
Land Division	Not at this time.
Maui Motor Vehicle & Licensing (MVL)	None at this time
Office of Health Status Monitoring (OHSM)	Continuously improving services that customer and staff desire and not just services that bring in more fees.

Division	Comment
Office of the City Clerk (OCC)	None.
(cont.) Are there any new services (within your organization or elsewhere) that you think the portal could provide?	
Policy and Planning Department	As I have indicated, we are in continual communication with HIC regarding improvements and new approaches.
Professional and Vocational Licensing Division (PVL)	No comment at this time.
Professional and Vocational Licensing Division (PVL)	We are currently working with HIC in developing online initial applications for Guard Employees licenses and hope to add other license types. We are also working on developing other online change requests that are currently processed via hardcopy for the Real Estate licensees. These are services that are targeted to be incorporated in our current "MyPVL" system. / / We are also looking to explore solutions for frequently requested items (i.e. official license verifications, ID requests), all of which we are confident that HIC can provide as we have experienced positive results in the services that HIC has developed and improved for us over the years.
Real Estate Branch (REB)	For our constituents, we are looking to provide more online services. This includes the ability to complete initial applications, change record information electronically, and report filings.
Research and Statistics Division	We have none at this time.
State Lab Division (SLD)	Not from your end
State Parks	A number of additional permits could be implemented online (we have had some discussions about this with HIC but they are somewhat stalled). Special Use Permits, Pavilion Permits, Vessel permits, etc.
State Parks	Perhaps continued automation and establishing web based platforms for other permit services
State Procurement Office (SPO)	Single procurement notices website
Tax & Charities Division	Our division has a contract with a different vendor to host and maintain a charity registration system and may consider having HIC host that registry once our contract had expired.
Traffic Violation Bureau (TVB)	In addition to waiting for the implementation of the eTRAFFIC services to the counter and mail transactions received by the bureau, HIC has also proposed using eCHECKS for our

Division	Comment
	organization, which would probably reduce the bounced check transactions.
(cont.) Are there any new services (within your organization or elsewhere) that you think the portal could provide?	
Tuberculosis Branch	Hopefully, in the future we are hoping that via authentication protocols that a person signing up through the protocol can get access and be able to print a copy of their TB clearance certificate. A physician is able to submit a Notification of Disease Report (NDR) which is required under the TB Program's Statute, and get information back on status of their referred patient's treatment status through a secured authentication method, so they would know when treating what types of medication they are on, so in prescribing or treating of chronic issues such as diabetes, they would be aware of the possible medication mix or assist with monitoring of adverse events to medication treatment if they see patient on a regular basis due to other health treatments.
Unclaimed Property Program	Issue tracking system like the previous MANTIS system
Volunteer in Public Services (VIPS)	Can't think of any that are not currently afforded.

Are there any comments you have regarding the HIC service(s) you oversee?

Division	Comment
Airport Division	HIC has provided us an alternative to live auctions which in turn, is a cost savings.
Bureau of Conveyances (BOC)	Our account manager needs to have better support from General Manager.
Business Registration Division (BREG)	Our satisfaction with HIC seems to correlate directly with how productive we are in fixing bugs, launching new services and overhauling old ones - all of which depends heavily on the liaison HIC assigns us. Teri is the best. Julie was amazing. We hope HIC recognizes this model for success and continues to give us good folks that can work with HIC developers to get things done quickly and well.
Business Registration Division (BREG)	We need more HIC staff dedicated to our needs.
Child Support Enforcement Agency (CSEA)	Everything has been pretty smooth since the last modification to the site.
Child Support Enforcement Agency (CSEA)	No, again we enjoy the partnership we have with HIC, under Mr. Castagnaro's leadership!
Division of Aquatic Resources (DAR)	I oversee the newly updated Hawaii freshwater gamefish license. Teri Rebo is my point of contact on this project and she has provided excellent service through prompt response and problem solving.
Division of Aquatic Resources (DAR)	The project managers or coordinators who work on the system design documentation should follow and accept the specifications that are ordered by the client. Often times, these specification instructions do not show up in the drafts or it is drawn up in another format that was not agreed upon. We do appreciate input from the coordinators as to suggestions to improve or facilitate the design. However, these concepts should be discussed and agreed upon before put into a draft.
Division of Boating and Ocean Recreation (DOBOR)	HIC has been very helpful in providing resources when needed. Looking forward to work on future projects.
Division of Boating and Ocean Recreation (DOBOR)	We could use more training and a user manual. This may resolve some the issues that staff have faced.
DOTAX General	I feel confident to say 2014 MeF testing process was smoother than last year: my thanks to Aga, the senior developer at HIC.
DOTAX General	There are issues with the Act 326 website that have yet to be resolved

Division	Comment
Hawaii Criminal Justice Data Center (HCJDC)	Above average. Burt and Tony are very helpful, friendly, and responsive.

(cont.) Are there any comments you have regarding the HIC service(s) you oversee?

Division	Comment
Hawaii Criminal Justice Data Center (HCJDC)	DeAnna and Jamie are great to work with!
Hawaii Criminal Justice Data Center (HCJDC)	Just to try to make the system easier for us and the public.
Hawaii Department of Parks and Recreation	I am still relatively new to the Department of Parks and Recreation. I'm still in the process of learning the eGovernment system and its capabilities.
Hawaii Department of Parks and Recreation	I work directly with Teri and sometimes Jing, they service I get from these individuals is pretty awesome. Friendly and very easy to work with. I wish the camping website worked this well.
Hawaii Department of Water Supply (DWS)	The staff is very pleasant to work with.
Hawaii Vehicle Registration and Licensing Division (VRL)	No.
Hawaii State Energy Office	No, they are all functioning well and we are currently assessing additional upgrades.
HIC App	I like Nathan. / I like Rosie. / I like Rika. / I like Jenly. / I like Matt. / I like Russell.
High Technology Development Corporation (HTDC)	HIC personnel are helpful and skilled in creating websites.
High Technology Development Corporation (HTDC)	Project delivered in a reasonable time and on budget.
Insurance Division	More stats and data on who is accessing certain webpages and when, the volume, etc. to help gauge the success or lack of success of programs would be helpful.
Land Division	Nothing more than what I've already stated.
Maui Motor Vehicle & Licensing (MVL)	HIC's support staff is very professional & responsive.
Narcotics Enforcement Division (NED)	Our agency has seen a positive impact in the timely renewals of registrations and our clerical staff has been alleviated of the tremendous amount of time spent manually filing documents that is now filed electronically, in turn providing more time to clerical support in other areas of our division.
Policy and Planning Department	HIC has made suggestions regarding my priorities. For example, HIC has suggested that all lawyer evaluations be counted. I am trying to implement this suggestion, perhaps by allowing any lawyer to provide a response to one overall evaluation question on the judge. HIC

Division	Comment
	updates lawyer email addresses that have changed, which also increases the number of evaluations.

(cont.) Are there any comments you have regarding the HIC service(s) you oversee?

Division	Comment
Professional and Vocational Licensing Division (PVL)	I have nothing but praise for the support and guidance we receive from HIC staff. I appreciate Jing's responsiveness and that of the technical support. They are all very accommodating.
Professional and Vocational Licensing Division (PVL)	We currently have 8 specific services; 5 that specifically serve our licensees and their constituents; 3 that primarily serve the general public/consumer and 1 which serve both. Although our 8 services function independently, HIC has helped us create an online service that combines many of the services for our licensee base of over 143,000 current licenses in a single system ("MyPVL"). We have received a lot of positive comments from our licensees in being able to access all their services in one place and with a single account login. They have praised the user friendliness and 24/7 access. This one-stop service and user friendliness has helped contribute to our 90% online renewal user rate with 55,000 + renewals processed out of the total number of eligible licenses renewed last year. We hope to continue the positive trend.
Real Estate Branch (REB)	HIC's customer service, for the agency, as well as our licensees, is outstanding!
Research and Statistics Division	Very satisfied w/the services.
State Parks	Now that HIC has added more staff they are more responsive to our needs
Tax & Charities Division	It is a pleasure to work with HIC and our division looks forward to continuing our collaboration and partnership with HIC on current and future projects.
Traffic Violation Bureau (TVB)	The online payment processing, eTRAFFIC, has improved access for the public to pay their traffic citations electronically. Although I don't have the Fiscal numbers, I believe this service has provided a cost savings in bank merchant fees. During the transition to the eTRAFFIC, HIC was heavily involved from the operational, financial and technical standpoint and earned my trust and support of their services.
Tuberculosis Branch	We are very happy with the services we currently have with HIC, we eventually hope that the State will develop a way in which our TST system is able to interact with other departmental program systems that HIC works with to develop a secured way to exchange information that would complete TB's reporting requirement to CDC. Translated getting death information

Division	Comment
	from DOH's Vital Statistic on past TB patient that received services and whose death maybe contributed to TB disease. CDC tracts mortality based on TB disease and the TB program is responsible for reporting versus a comprehensive CDC report on behalf of the entire Dept.

(cont.) Are there any comments you have regarding the HIC service(s) you oversee?

Division	Comment
Unclaimed Property Program	Zheng Fang, Jing Xu, Jamie Kinion, and Rosie Warfield continue to provide quality service and customer support.
Volunteer in Public Services (VIPS)	Overall, the service has been great!

APPENDIX D

Administrator Survey Respondent Verbatim Responses

Sara Allen, Administrator, State Procurement	
From your perspective, what is HIC doing well?	We don't oversee HCE but it came out of our office. They [HIC} have got HIePRO software moving – most can use it. We are changing our codes and integrating with other department's information.
How could HIC better serve your agency?	We are looking in to upgrading HIePRO into something else that – currently for small purchase – looking to make it bigger for all kinds of procurements. This response answers part of questions 3, 4, and 5. My concern is that they aren't giving us the best counting metrics. In a self-funded model, when you have a new project you need to know what the cost is and what is the payback period. They (HIC) are working at a risk. No one has a good metric for us. What are the staff hours to do the work? What are they using? When have we have paid for the development of the service - what are the revenues? How can we take some of the funding from the self-funded program and allot some of the funding from that program back to upgrades on the services. I would like to see the funding not just blended back to a pool but going back to upgrading metric - for HIC, for their accounting side of things. They probably have that kind of stuff information now but we do not see it. We are deciding whether to extend the contract with HIC in January 2016. They want to know now if we are renewing because if we are not, they do not want to start new work. What work do they have now – what are the needed hours and resources? I want HIC to tell us what is the resource they are putting in to new services rather than upgrading current services? There is just no data. They do give us reports and tell us how many customer services contacts there are or reminders that are sent and the other things on their new statements of work. But that is it. There are no numbers - just a consolidated balance sheet. In a meeting, when I ask questions about it, I didn't get real answers. The person I was meeting with was computer genius – a salesman, a computer person – maybe I was asking the question to the wrong person. I have a concern that HIC may be taking on work that may never be

Sara Allen, Administrator, State Procurement	
	paid off. Commercially it seems a risk - anything in additional to the initial start-up cost of the service. We do not know. We will get a program manager who will facilitate new services. HIC's size is limited. They only have a certain number of people and they can only take on so much. There needs to be a policy or priority list of what is most important. This should be part of the committee's decision and not just HICs decision.
Are there any new online services or website upgrades that your agency wants to put in place in the next two years?	Regarding HIePRO…We could be looking at one of two things - a completely new program or upgrading the current. I talked with HIC and asked them to give me proposal with a new set of constraints. I received a couple of pages back from HIC but I didn't get a proper proposal back. In the meantime, I am looking at other eProcurement systems out there that may take over these services for us. No decision made at this time. It would have been helpful to have a more engaged conversation with HIC about it. I think it was just a lackluster response from them. They just don't have metrics – when you consider procurement from executive branch and other departments and the possible revenues – it is substantial. Another issue – there is an operational conflict of interest. This HIC team has access to all emails and interested parties on contracts go through email system. The HIC decided that there were other interested parties and it had to be taken it off HIC. There are companies who deal with these problems and have firewalls and policies that give complete separation. HIC gave us an idea on how to deal with it but it was not workable. We didn't say we wanted it but they made the change anyway. HIC had to sign something regarding the conflict with information on other interested parties. We had to start the process over again and do it manually. We have that agreement in place now but it is not ongoing. It is just for a certain time period. We really cannot have that situation happen. We have to have a contract with a system that is totally separate from any procurement.
Are there other comments about the services HIC provides that you'd like to share?	I have another concern. It is that HIC talks about free services they offer us but we cannot get a list of those free services. We have to realize that – what are the free services? HIC is at risk with not being able to quantify these services and how the services are involved in the overall agreement. HIC works hard for us and they have a great attitude and are good to work with but there is only so much they

Sara Allen, Administrator, State Procurement	
	can offer for free. What happens when we hit the line on the free service and next thing we know the free service is gone. Just let us know what the services are.
Would you share any comments on the self-funded model and how it has helped or could help your services or other services in government?	When I first found out we were charging vendors to self-funding model, I had some concerns. I have since been doing my research and it is more typical than I realized. But self-funding seems more typical in cataloging than in procurements. I don't know that HIC does a catalog service but I need to get them to move in that direction (cataloging) or I will have to look at another service.

Mara Smith, HIePRO Administrator, State Procurement	
From your perspective, what is HIC doing well?	They are reaching out to us pretty well when they want to initiation something. We have two services that I can think of - HIePRO and Hawaii Compliance Express. It has gone fairly well though HIePRO is complex. When we started there were glitches. They didn't know anything much about procurements and I wasn't knowledge about technical stuff. Early on we had 2-3 people working with us on the project. Sometimes some of the fixes just didn't get fixed. I think the requests were being put in a cue and possibly just got lost. HIePRO is doing better now. There were just so many things to work out. We bear some responsibility because we maybe didn't follow-up on some of our requests. HCE was put into place first. It has some things that could be improved but the concerns we have are not driven by tech issues.
How could HIC better serve your agency?	Just getting the stuff we need done sooner. I think HIC now has developed a protocol to get the most important things done first. We prioritize the things we need done and then the high priorities are done first.
Are there any new online services or website upgrades that your agency wants to put in place in the next two years?	We are looking at consolidating our "notices" data bases. We need to decide if they are in a single data bases or separate. I don't' think we can make eProcurement mandatory – at least not this year. So the question is do we incorporate the notices in HIePRO or wait until everything moves in to eProcurement. Do we set up a separate data base? It is not an issue with HIC. It is really an internal decision. We have to decide how we want to deal with it. Can't think of anything else at this time. We do need a learning management system but I don't think HIC does that.
Are there other comments about the services HIC provides that you'd like to share?	I go to the meetings regarding our eGoverment services and HIC but Bonnie is in actually in charge. The contact goes through someone else.
Would you share any comments on the self-funded	I don't' know if it has paid for itself yet. The self-funding model gives you limitations on implementation. There are ways to put

Mara Smith, HIePRO Administrator, State Procurement	
model and how it has helped or could help your services or other services in government?	these models in that don't have the same limitations as we have. You have to be upfront about it. We provide a service to public. There is an argument about whether it should be self-funded. The reasons for the arguments are a combination – first these are highly political issues that some don't like as well as people who don't understand how it works. People see it as a sole source. I think they look at the self-funded model and ask "are they making money"? They need to do better at telling how much money each service is generating. It would be useful information to know. Once done, the argument should be then should this program that is making money pay for another one that may not be. Just knowing how much money did they generate through self-funding? The money doesn't come here. We don't have authority to get money so HIC took the risk and collects all fees from the vendors. We need to know how much the cost of the service is though. And we need the information in a way that is broken out to be convincing. If we keep the cost low there isn't much of a problem with a fee. The self-funding model enabled us to actually have the services in the first place – it made these services possible. With an eprocurment there is a fee upon award of the contract. We could charge a fee off of a catalog. Doing procurement on HIePRO and there would be a fee when they bought from the catalog). Vendors wouldn't pay until they actually get an order. That would make vendors much happier. The problem would be that we would need more staff with a catalogue and with limited funding…. We currently have an upfront payment. If a vendor doesn't get that much money from the contract, they often go back to HIC and say they should have to pay as much. In our previous contract, there was no pay until got money was received from the state. Vendors had to submit report to HIC and pay in accordance with that.

Catherine Colon, Director, Department of Commerce and Consumer Affairs	
From your perspective, what is HIC doing well?	They have provided the DCCA with a lot of good work. They've helped us to move a lot of our department initiatives forward. We wanted to offer a lot of services online and they have made that happen. With our Business Registration Division, the online service by HIC has been an exceptional success. HIC is now starting to help our Professional and Vocational Licensing Division. The focus is more applications online and filings. They know our business well and are willing to help our staff as well. They offer creative solutions and they are responsive to our needs and requests. HIC is willing to work collaboratively with us. Most of the online work is with individual divisions in our agency. They have helped on a department wide level as well. Most of my information about HIC is feed up to me through our divisions. DCCA was HIC first customer here in the state and we are their biggest customer. We have been working with them for more than eight years. They touch a lot of our divisions in some way. They have even tried to help some of the smaller divisions on website development on smaller things.
How could HIC better serve your agency?	We are very timely served by HIC. Of course we always want service faster. We would like everything to happen yesterday. We would like to implement all of the various initiatives quicker than the previous ones. They know what we do well. They understand us and our needs. Sometimes the delay is on our side. Some of the things we would like them to do they cannot do - there are occasional contract limitations.
Are there any new online services or website upgrades that your agency wants to put in place in the next two years?	We have a number of things we are doing and considering that HIC is already aware of. In Professional & Vocational Licensing we are trying to get the license applications developed. In Business Registration we are looking to upgrade the "My Business Express." Even though the Business Registration site is

Catherine Colon, Director, Department of Commerce and Consumer Affairs	
	successful we still want to improve it. We want to implement some of the payment system processes department wide and even a complaints system. HIC is aware of these things. They are responsive to feedback and adjust as we ask for smaller adjustments. Things are constantly being refined. They have helped us win awards on the Business Registration side. It has been a successful relationship. Our Securities Commissioner said we want to win the as many IACA awards as possible. He'd like to win every year. They have already won the award a few times. We are trying to bring all of the divisions up to the same level. We want other customers of our department to have the same experience.
Are there other comments about the services HIC provides that you'd like to share?	I think all of our comments have been positive – I talked with Division chiefs and all had glowing remarks about HIC.
Would you share any comments on the self-funded model and how it has helped or could help your services or other services in government?	For DCCA the self-funded model works well. We are self-funded ourselves. Our department budget is a closed cycle. We are allowed to assess fee for our customers. All of DCCA's revenue needs to cover our expenses. HIC's self-funded model works for us. It is aligned with our funding source and our mechanism. I get worried when other state agencies want DCCA funding to cover other things. I don't want them to think that we should fund others things to the extent that we penalize our own customers. All agencies need to ask for general fund money each year and those dollars are limited. Some agencies believe that they need to come up with these fees and DCCA can finance their portion of it through our own self-funded HIC fees. There are statutory limitations that do not allow this but it doesn't stop other agencies and departments from asking. In fact, I just heard it again last Monday. A department head made a comment about 30% of HIC's funds coming from DCCA and could some of that be used. Our DCCA customers have not complained about the convenience fees. We are always pushing HIC to keep it as low as possible. We have additional fees that we may have to collect so it can add up for customers. We are constantly putting that

Catherine Colon, Director, Department of Commerce and Consumer Affairs	
	downward pressure on HIC to keep the fees as low as possible.

Kevin Thornton, Chief Court Administrator, Judiciary	
From your perspective, what is HIC doing well?	The Judiciary staff that work with HIC, both business and technical, were asked for feedback. Both business and technical users were very satisfied with HIC's services. Friendly, fast, diligent, creative and flexible are descriptors used by both business and technical staff. Reliable and secure systems with excellent help desk support are additional descriptors used by the technical staff. From the business users, the external users of eBench Warrants were also satisfied or vary satisfied with HIC services. These external users include the Sherriff's Division, the Honolulu Police Department and other law enforcement agencies. We don't know who uses the Vehicle Monitoring Service so there is no feedback on this service.
How could HIC better serve your agency?	From the technical staff and me, it would help to have the documentation of the services produced. We have the scopes of work (SOWs) that describe the original goal of the service, but there is no documentation at an executive, user or technical level of what was actually produced. The documentation should also provide who uses the services, both internally and externally, and the fees, costs, and revenues. For me personally, it has taken some effort to follow the trail of SOWs to create the table of services below (shown on page 58. We also have amendment SOWs, but without the documentation of the product for the original SOW, it's not always clear what the amendment is doing. It is also known that enhancements have been requested, but again no documentation provided.

It would also be important, and actually as much a Judiciary responsibility, to have an annual meeting with the Judiciary administrator and relevant staff to review the services and the activities. In reference to the list of SOWs below: the first SOW "Cash Register POS System" was never implemented, but there was no close out document. For both the Traffic Abstracts and Vehicle Monitoring Service the Judiciary doesn't get a report of who is using the service. The bulk criminal data service has not been implemented. There are other services that the Judiciary wants, but need the support from senior management to move forward. |
| **Are there any new online services or website upgrades that your agency wants to put in place in the next two years?** | Personal/individual traffic abstract ordering

Payment services for all transactions at the cashier windows and via the Internet

Interactive interviews for form filing with e-delivery
Bulk criminal data service |

Kevin Thornton, Chief Court Administrator, Judiciary	
	Upgrade of the Judiciary website to the State standard
	Electronic Traffic Citations
Are there other comments about the services HIC provides that you'd like to share?	Overall the contract with HIC is very beneficial to the Judiciary. The experience has been so positive, with a lack of complaints or issues that the HIC services have lost attention. More attention could be brought to HIC services if the Access Hawaii Committee collected feedback on an annual or biannual basis rather than waiting until the contract expiration period.
Would you share any comments on the self-funded model and how it has helped or could help your services or other services in government?	The self-funded model has allowed for the creation of applications without the need to use operational funds or go to the legislature for funds. In some instances the applications that generate revenue (traffic abstracts) have been able to fund applications that do not (eBench warrants). In some instances services that are not part of the Judiciary's core functions such as Vehicle Monitoring Service can be created to provide value to local businesses by charging a convenience fee.

The Judiciary also recognizes that HIC is a subsidiary of National Information Consortium (NIC) that uses the self-funded model in other state portals. As a result the Judiciary not only benefits from shared infrastructure and shared applications locally, but also nationally. |

Initiation Date	Last Amend-ment	Service	Active service	Cust-omer	Technical	Development Cost	On-going cost
5/14/01		Cash Register POS System	No	N/A	Bill Talley	Free	Free
5/14/01	7/1/07	Traffic Abstracts	Yes	TVB	Bill Talley	Free	$2 then $3 per abstract
8/17/07	11/25/08	Bench Warrants	Yes	TVB	Bill Talley	Free	Free
7/18/08	12/21/09	Website hosting	Yes	CCR	Deborah	$13K	$5K annually
7/1/09		Vehicle Monitoring Service (VMS)	Yes	TVB	Bill Talley	Free	Free
5/28/10	10/21/11	Payment processing and Authentication Services	Yes	DC/SC Fiscal	Bill Talley	Free	2.6% Credit Card, $2 per check,
6/1/10		Bulk Criminal Data Service	No	N/A	None	Free	$2K per month/33% share to Jud

Kristyne Tanaka, Department of Commerce and Consumer Affairs *	
From your perspective, what is HIC doing well?	Hired good HIC individual, Teri B. That is our Business Registration liaison. We need 2 more of her.
How could HIC better serve your agency?	Have more staff to help with Business Registration's projects and issues
Are there any new online services or website upgrades that your agency wants to put in place in the next two years?	Increasing our new business registrations online and making improvements to the online system. Provide an online system to allow filers to resubmit corrected filing or file a missing attachment
Are there other comments about the services HIC provides that you'd like to share?	We need more HIC staff dedicated to our needs
Would you share any comments on the self-funded model and how it has helped or could help your services or other services in government?	No response on this question

*Responses are from the Agency Online Survey only.

Hugh Jones, supervision Deputy Attorney General, Attorney General *	
From your perspective, what is HIC doing well?	HIC is and has provided excellent customer service to our division and the members of the public that access the systems and information hosted by HIC. The staff at HIC has taken the time to learn about and understand the work that we do and have been proactive and enthusiastic in making suggestions to assist our division in making our eGovernment system more efficient and user friendly. HIC's innovative ideas and work have allowed our division to transform almost all of our paper forms into an electronic format that will be submitted online which will allow our division to process registrations, reports, applications, payments, and forms faster, more efficiently, and will eliminate the storage problems that our agency as a whole faces. Additionally these eGovernment systems will also provide greater transparency and accessibility of information on charities and professional solicitors that are registered with our division that will be available to the public. HIC programmers have been attentive of the issues and challenges that our division has encountered with our other Internet-based registration and reporting system and have taken those issues into consideration in designing and developing the eGovernment systems that we have collaborated with them on. They are excellent at asking and receiving input on the systems they are developing and deploying for our division and respond quickly to all of our requests and inquiries. The programmers have kept our division updated on the status of the projects and involved and asked for input from us at each stage of development.
How could HIC better serve your agency?	Clone their staff so that there would be more of them to work on projects for the State. On a serious note, our division is very pleased with the service that HIC provides not only directly to our division, but to members of the public that access our web page. Like all government agencies, we are impatient and would love to have the projects, modifications, and upgrades that we collaborate with HIC on done yesterday.
Are there any new online services or website upgrades that your agency wants to put in place in the next two years?	Our division works directly with HIC on eGovernment projects for our division and we are not involved with any eGovernment projects that the Department of the Attorney General is working on with HIC. For 2015, the eGovernment priorities for our division are to launch

Hugh Jones, supervision Deputy Attorney General, Attorney General *	
	an online professional solicitor and fundraising counsel registration system; transform the registration exemption application process and the commercial co-venture consent form into an electronic submission process; automate the process of retrieving the registered charity submissions from the IRS fed/state backend; and launching a special invoicing system. Our division has a contract with a different vendor to host and maintain a charity registration system and may consider having HIC host that registry once our contract had expired.
Are there other comments about the services HIC provides that you'd like to share?	It is a pleasure to work with HIC and our division looks forward to continuing our collaboration and partnership with HIC on current and future projects.
Would you share any comments on the self-funded model and how it has helped or could help your services or other services in government?	No response given

*Responses are from the Agency Online Survey only.

Charlene Oshiro, Program Specialist, Department of Commerce and Consumer Affairs	
From your perspective, what is HIC doing well?	HIC is very responsive to our needs and to the needs of our licensees. HIC takes the time to understand our processes (which are not the easiest) in developing new services and recommends substantial improvements to our existing online services. They have managed to recreate our services to adapt to mobile devices on their own initiative. HIC assists our staff, licensees and general users with technical assistance on the services provided but more importantly they also provide an additional customer service for us in answering frequently asked questions that are not necessarily related to the online services provided.
How could HIC better serve your agency?	Developing and integrating more services with other State agencies would help streamline more of our processes. HIC has helped us streamline some of our most difficult processes through integration with current existing services. For example: HIC helped us develop and implement an online renewal system for Contractor licenses through integration with the Hawaii Department of Taxation (DoTax) to verify a contractor's tax clearance compliance requirement. This has helped reduce staff's processing of contractors renewals with 62% of these renewals being processed online; this would not have been possible without the integration with DoTax.
Are there any new online services or website upgrades that your agency wants to put in place in the next two years?	Continue to provide more online services to streamline our current processes. Provide more online services and build on our current online services to allow our licensees additional options/features to self-manage their current licenses as well as applying for new licenses. Provide more online services and build on our current online services for the general public by providing additional options to address requests for licensing information. Integrate data within the departments divisions, reduce data redundancy and streamline processes.
Are there other comments about the services HIC provides that you'd like to share?	We currently have 8 specific services; 5 that specifically serve our licensees and their constituents; 3 that primarily serve the general public/consumer and 1 which serve both. Although our 8 services function independently, HIC has helped us create an online service that combines many of the services for our licensee base of over 143,000 current licenses in a single system ("MyPVL"). We have received a lot of positive comments from our licensees in being able to access all their services in one place and with a single account login. They have praised the user friendliness and 24/7 access. This one-stop service and user friendliness has helped contribute to our 90% online renewal user rate with 55,000 + renewals processed out of the total number of eligible licenses renewed last year. We hope to continue the positive trend.

Charlene Oshiro, Program Specialist, Department of Commerce and Consumer Affairs

Would you share any comments on the self-funded model and how it has helped or could help your services or other services in government?	The self-funded model has been very successful for us. As a state agency we are often faced with limited resources and are often not able to afford the upfront cost of developing systems that would be a tremendous benefit to our division. The self-funded model has allowed us to work with HIC in developing a multitude of systems that have helped us streamline many of our high volume processes, thereby minimizing staff's processing time and workload. Our biggest endeavor for the self-funded model has been our online renewals which started in 2001 with just 5 license types in 3 licensing areas with a 19% user rate with 2,896 renewals. To date we have 85 license types in 36 licensing areas with an overall 92% user rate with 56,073 renewals online. The funds generated from this model have allowed us to continually develop and enhance not only our online renewal process but it has also paved the way for many other applications such as online restorations (late renewals); a public online search, where the general public can verify the status of licenses under our jurisdiction; "MyPVL", an all in one service whereas our licensees can view and manage their license in a single dashboard. All this continues to be possible with no initial or additional upfront costs to us. In addition to the applications hosted by HIC we have also been afforded many unseen services, such as continued technical, and customer support to our division and the general public that has far exceeded past the initial deployment date of these systems all within the self-funded model. This model also gives us the flexibility to renegotiate the terms of the self-funding with HIC as our user rate increases/decreases. Our division has been fortunate in achieving the level of online services that we currently have, which may not have otherwise been resolved within our limited resources without the self-funded model. I highly encourage others to explore the benefits of the self-funded model and hope this funding model continues to be a viable option to us as well as other government agencies.