

Yvonne Nelson

From: Debra Pyrek
Sent: Tuesday, September 12, 2000 4:02 PM
To: Ruth Young; Yvonne Nelson; Michael Pietsch
Subject: BoC Alternatives - White Papers

Attached are two different versions of the document that Jeffrey Loo wrote about BoC Alternatives. The first doc (the original) contains all three alternatives, including the data options. The second doc (revised) contains only the scanning and imaging options, no data. I hope this is what you are looking for! (Note: These docs look best when printed on a color printer, but they print out OK on a black and white printer.)

Thanks!



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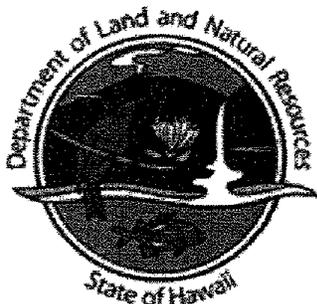


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Title Guaranty of Hawaii



Department of Land and
Natural Resources

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Bureau of Conveyance System

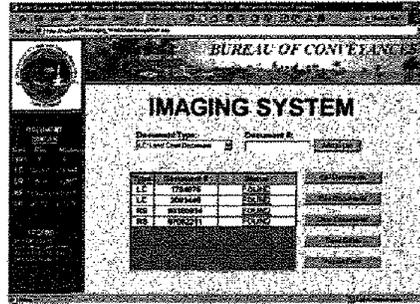
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Introduction



Today, State agencies such as the Bureau of Conveyances (BOC) are being challenged to provide more efficient and better quality services with increased emphases on meeting specific customer needs at times and manners that are convenient to their customers. To some extent, these pressures are fueled by an increasingly technology aware public that has become accustomed to services based on Internet standards where convenience and speed are de facto standards and free/low cost service is the norm.

The BOC, like other State agencies committed to responsibly serving their constituencies, has responded by seeking a broad array of technology-based solutions that can at once:

- Improve the efficiency of often times complex manual processes dictated by constantly changing regulatory requirements.
- Utilize contemporary technical solutions such as websites, high speed network connections, robust RDMS databases, and intuitive graphical user interfaces (GUIs).
- Meet the public demand for services that are always on and at a low or no price.

As the BOC deploys these technology focused solutions, it will inevitably be confronted with a new set of challenges that mirror issues occurring in the private sector and are exacerbated by factors unique to the public sector. Among these challenges are:

- Contemporary technical solutions are increasingly complex, oftentimes involving integration of new application, database, and network platforms with existing legacy systems.
- The need to update, expand, and replace system components (e.g. storage devices, CPU memory, workstations) that underlay the new technology platforms is a frequent, ongoing and increasingly mandatory budget requirement as organizations become more dependent on these systems to support their customer services.

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- System obsolescence is increasingly framed in month time frames rather than years.
- Increasing public expectations that access to information resources be provided on a 7 X 24 basis.
- There is an increasing scarcity of technical personnel with the skill sets (e.g. HTML programming, RDMS database design and administration, network design and administration) to implement contemporary technical solutions.
- Management expectations dictate accomplishing productive, new technology projects in 8 - 10 month timeframes rather than the 2 - 3 year cycles common in the past.
- Increasingly competitive wage levels must often be offered to recruit and retain experienced technical staffs.
- Training existing legacy system (e.g. mainframe, second generation programming languages, hierarchical database structure) staff to undertake new system responsibilities is a long process that usually doesn't meet immediate development needs.
- The success rate in converting existing legacy staff to undertake development and maintenance of contemporary technology based solutions has been very low.

While the abovementioned challenges are indeed daunting, there is also a broad array of choices available to agencies like the BOC to address and overcome these issues. Across the spectrum of successful technology based initiatives implemented here in Hawaii and on the Mainland, there are numerous examples of innovative solutions that include:

- Partnerships and collaborations between public sector agencies and between public and private sector groups (e.g. Department of Health and the Hawaii Health Information Corporation arrangement to collaboratively maintain a hospital discharge data repository to assess patient outcomes).
- Outsourcing technical services (e.g. State arrangement with egovhawaii to develop and support Hawaii agency website initiatives).
- Innovative contracting methods (e.g. Department of Taxation contract with AMS that provides for services to replace legacy Hawaii tax systems using contingent payments subject to documented productivity improvements resulting from the new systems).

As the BOC considers its alternatives, it is paramount that it makes choices that it can confidently rely on, that the BOC can afford on an ongoing basis and that include solutions can be supported by its staff under contemporary industry demands and constraints.

It is with the above in mind that Title Guaranty of Hawaii (TG) has identified three service opportunities that the BOC may find useful to consider as it seeks to define its technical solutions. These include the following:

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- ***Recorded Document Images Capture Service.*** A service that provides for the digitization of new recorded documents on an ongoing basis.
- ***Recorded Document Image Repository.*** A service that provides BOC staff with high capacity storage and access to recorded document images.
- ***Land Court and Regular System Data Upload Service.*** A service that extracts data from new Land Court and Regular System documents and provides for uploads to BOC databases.

TG invites the BOC to engage in an active discussion to discuss these three service opportunities. A more detailed description of the service offerings is provided in the sections that follow.

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Recorded Document Images Capture Service

The *Recorded Document Images Capture* service provides BOC with a cost effective option to perform document image capture tasks. This service is offered as a joint initiative with the Hawaii Title Association. On a daily basis, TG would scan new recorded documents, perform image quality review, and enter document index data. The new recorded document images would subsequently be loaded to a designated BOC image server and to the TG recorded document image repository.

With this service, the BOC would have the option of retrieving new recorded document images from its own image server or the TG recorded document image repository. The *Recorded Document Images Capture* service offers the BOC the following benefits:

- ***Offers the BOC full access to new recorded documents without the system conversion and operations costs.*** With this feature, the BOC has the option to delay or eliminate proposed system development, acquisition, and recurring staff costs associated with the required systems to digitally convert new recorded documents.

This feature offers the BOC an opportunity to save \$100,000 - \$200,000 in document capture software costs and approximately \$100,000 in document scanning and image storage equipment costs. Additional recurring operational costs and staff costs savings could also be derived since the BOC would not require operations staff to perform document preparation and capture tasks. BOC's savings opportunity in this area is estimated to be approximately 2 - 3 FTEs at an average annual savings of approximately \$60,000 - \$90,000 per year.

- ***Offers BOC near term access to necessary recorded documents.*** With this feature, TG can offer BOC near term access to new recorded documents on an ongoing basis. Once new recorded document images have been loaded to the BOC image server and the TG recorded document image repository they will be available for access by BOC offices, both on Oahu and the Neighbor Islands.

Architecture and Components

This feature assumes use of existing and modified TG imaging systems components to perform the image capture of new recorded documents on a daily basis. Proposed operation processes include logging new recorded documents, performing document preparation tasks, scanning documents, performing image quality review, and performing image commit processes.

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Finished recorded document images may be stored on a designated image server at BOC and/or the TG RAID server, as mutually agreed. BOC will have the option to retrieve stored recorded documents using its BCIS or Internet browser software.

Strengths and Challenges

The following table summarizes strengths and challenges for BOC in selecting the *Recorded Document Images Capture* feature:

Strengths	Challenges
<ul style="list-style-type: none">• Provides BOC with opportunity to significantly reduce costs related to document scanning and storage hardware and software.• Provides opportunity for BOC to reduce costs associated with relatively low value document capture processes and to utilize the savings to invest in higher value BCIS functions.• Provides BOC with optimized document image capture capability that minimizes the cycle time and error rates associated with recorded documents processing.	<ul style="list-style-type: none">• Requires BOC to depend on the Title Association as an outsource service vendor to provide new recorded document images.

Recommendation

The *Recorded Document Images Capture* feature is a **good match** for BOC if its highest priorities include:

- Reducing the cycle time involved in processing new recorded documents and making document images available to staff and users.
- Leveraging its limited funds for optimal development of BCIS.
- Reducing its operational support requirements (i.e. document scanning and processing, system technical support, staff training, competitive staff retention).

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- Providing Neighbor Island offices with near term access to recorded document images.
- Provides ongoing, reliable access to new recorded documents.

Implementation of the *Recorded Document Images Capture* feature is *not a good match* for BOC if its higher priorities include:

- Implementing defined administrative and programmatic initiatives that dictate creation of a BOC proprietary recorded document images system capability.
- BOC anticipates a need to develop independent document image capture capability to support other prospective department information requirements.

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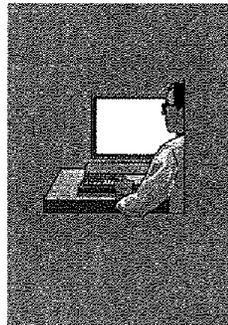


Recorded Document Image Repository

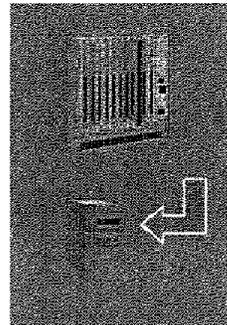
The *Recorded Document Image Repository* service provides BOC with a cost effective option to access recorded document images stored on the TG high capacity RAID array. Using a dedicated, high-speed network link, the BOC would use the BCIS application or Web browser based image viewers to access document images on the TG recorded document image repository. From its main offices and Neighbor Island offices, the BOC would be able to search, retrieve, display, print and download recorded documents from the TG recorded document image repository.



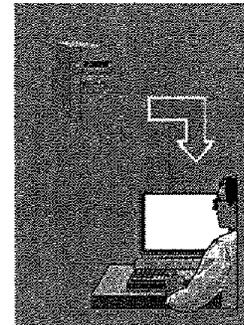
BOC User Identifies
Document Images for
Retrieval



BOC User Enters
Document ID No. Into
TG Web Application



Document Images
Retrieved from TG
RAID Repository



BOC User
Displays/Prints
Document Image

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Based on TG's understanding of the BOC's requirements and experience derived from many years in the title insurance business in Hawaii, TG believes the *Recorded Document Image Repository* feature offers the following benefits to the BOC:

- *Offers the BOC full access to necessary recorded documents without incurring significant start up and recurring system operations costs.* With this option, the BOC has the option to delay or eliminate proposed costs related to acquiring and managing a high capacity image server/optical jukebox system and tape backup environment.

Using this option, the BOC has an opportunity to save approximately \$250,000 - \$400,000 in image storage equipment acquisition and installation costs. Additional operational costs and staff costs savings could also be derived since the BOC would not require backup systems and operations staff to maintain the image server/optical jukebox systems.

- *Offers BOC a high speed documents retrieval option with off-site backup safeguards.* With recorded documents stored on the TG RAID array based image repository, the BOC will have a superior image delivery platform for accessing recorded documents. A RAID based storage system is the optimal solution for retrieval of large image files and transmission over the Internet and over the State HAWAIIAN Network.

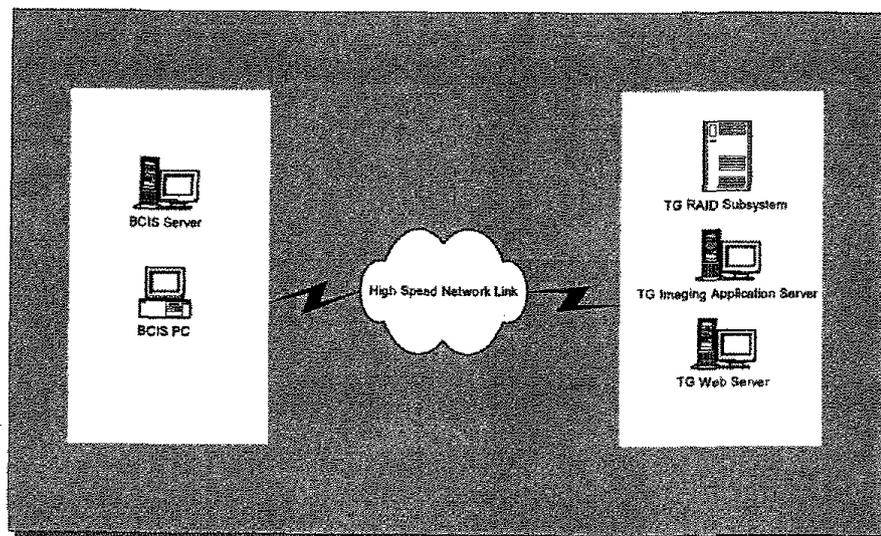
And the BOC is assured of having adequate off-site backups in case of systems failure and disruptions. In addition to safeguards built into the RAID array device, TG maintains both CD based image duplicates and microfilm copies of its recorded document images.

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Architecture and Components

The *Recorded Document Image Repository* feature utilizes a system environment that includes a primary document index database and a RAID based image repository. A direct telecommunications link between TG and the BOC will be installed to enable BOC access to recorded document images stored on the TG document image repository.



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Strengths and Challenges

The following table summarizes strengths and challenges for BOC in selecting the *Recorded Document Image Repository* feature:

Strengths	Challenges
<ul style="list-style-type: none">• Provides BOC with opportunity to significantly reduce costs related to document management operations.• Provides BOC with an optimized document storage and retrieval solution that meets and exceeds its specified requirements.• Offers BOC with opportunity to provide support for its Neighbor Island record retrieval requirements.	<ul style="list-style-type: none">• Requires BOC to depend on an outsource service vendor to provide delivery of recorded document images.

Recommendation

The *Recorded Document Image Repository* feature is a *good match* for BOC if its highest priorities include:

- Providing its staff and users with an optimized system platform for accessing recorded documents.
- Leveraging its limited funds for optimal development of BCIS.
- Reducing its operational support (staff, hardware/software, training) requirements.
- Providing Neighbor Island offices with near term access to recorded document images.

Implementation of the *Recorded Document Image Repository* feature is *not a good match* for BOC if its higher priorities include:

- Implementing defined administrative and programmatic initiatives that dictate creation of a BOC proprietary recorded document images collection.

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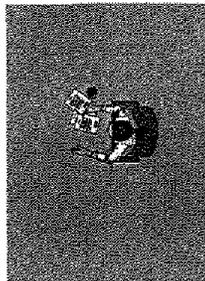


Land Court and Regular System Data Upload Service

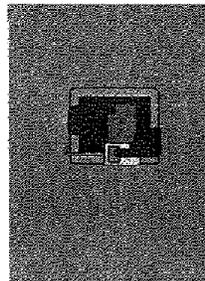
The *Land Court and Regular System Data Upload* service provides BOC users with specified Land Court and Regular System data extracted from new recorded documents filed at the BOC. The data would conform to BOC specifications and could include data elements not currently extracted by BOC but available from TG data retrieval activities. On a daily basis, data from the TG title plant would be compiled and batch uploaded to data servers at the BOC.

This feature offers the BOC the following benefits:

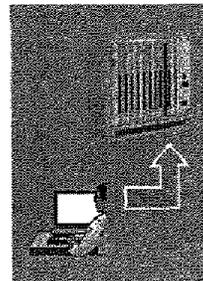
- **Offers BOC timely access to recently recorded documents.** TG's highly efficient data extraction process enables it to rapidly provide BOC with data on recent transactions.
- **Offers BOC an opportunity to significantly reduce its staff operational costs.** With this feature, BOC will be able to redeploy from 4 - 6 staff FTEs, currently assigned to data abstracting and data entry functions, with an estimated annual savings of \$120,000 - \$180,000.
- **Provides BOC with high quality data.** TG will be able to offer BOC better quality data than currently available since TG data extraction activities include data validation and correction steps as well as data lookups into the TG historical database to assure that new recorded transactions are accurate.



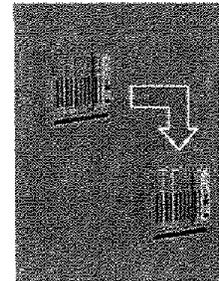
BOC Processes New
Recorded Documents
Daily



TG Extracts Data and
Enters to TG Title
Plant System



Data Converted to
BOC Specifications



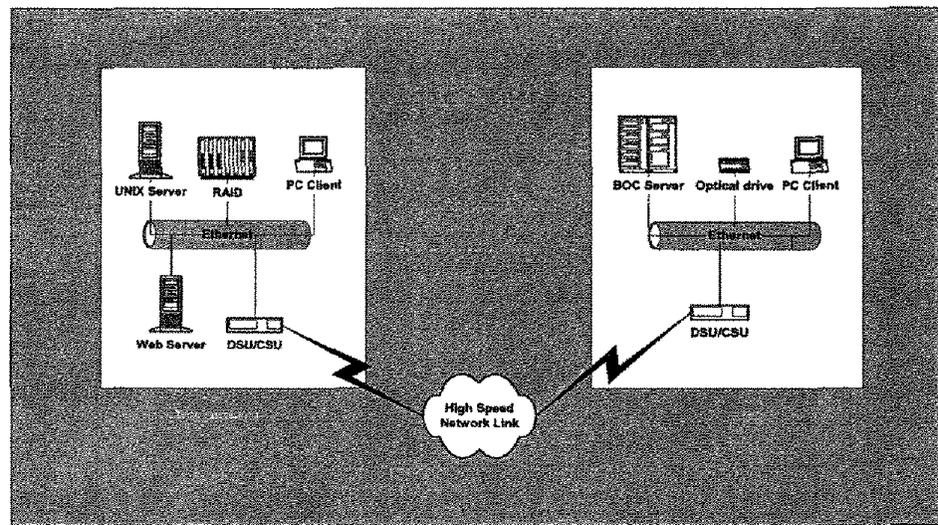
Data Uploaded Daily
to BOC Server

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Architecture and Components

The *Land Court and Regular System Data* service requires a dedicated network connection from Title Guaranty to the BOC. Land Court and Regular System data files would be transmitted to the BOC from TG on a daily basis. Subsequently, the data would be uploaded by BOC staff to specified BOC data systems.



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Strengths and Challenges

The following table summarizes strengths and challenges for BOC in selecting the *Land Court and Regular System Data Upload* service:

Strengths	Challenges
<ul style="list-style-type: none">• Provides BOC with opportunity to significantly reduce costs related to extracting and entering data for new real property transactions.• Provides opportunity for BOC to reduce costs associated with relatively low value data capture processes and to utilize the savings to invest in higher value BCIS functions.• Provides BOC with very timely and accurate data to support its Regular System and Land Court System user requirements.	<ul style="list-style-type: none">• Requires BOC to depend on TG as an outsource service vendor to provide new recorded document data.

Recommendation

The *Land Court and Regular System Data Upload* service is ***a good match*** for BOC if its highest priorities include:

- Reducing the cycle time involved in extracting data from new recorded documents.
- Improving the quality of data to support Regular System and Land Court System operations.
- Leveraging its limited funds for optimal development of BCIS.
- Reducing its operational support requirements.
- Improving the quality of the data supporting the Regular System and Land Court System.

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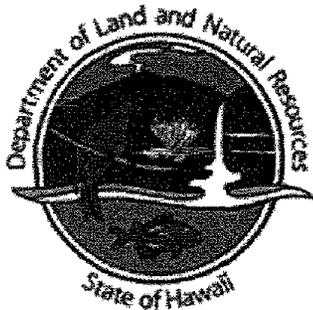


Implementation of the *Recorded Document Images Capture* feature is *not a good match* for BOC if its higher priorities include:

- Implementing defined administrative and programmatic initiatives that dictate population of a BOC proprietary database to support its Regular System and Land Court System.
- BOC anticipates a need to develop independent data capture capability to support other prospective department information requirements.

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Title Guaranty of Hawaii



Department of Land and
Natural Resources

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Bureau of Conveyance System

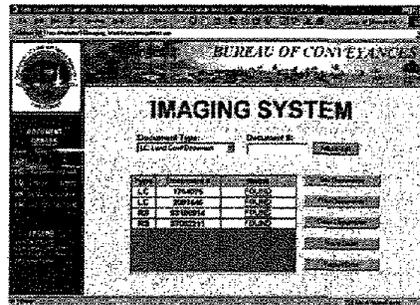
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Introduction



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The BOC, like other State agencies committed to responsibly serving their constituencies, has responded by seeking a broad array of technology-based solutions that can at once:

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- Utilize contemporary technical solutions such as websites, high speed network connections, robust RDMS databases, and intuitive graphical user interfaces (GUIs).
- Meet the public demand for services that are always on and at a low or no price.

As the BOC deploys these technology focused solutions, it will inevitably be confronted with a new set of challenges that mirror issues occurring in the private sector and are exacerbated by factors unique to the public sector. Among these challenges are:

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- The need to update, expand, and replace system components (e.g. storage devices, CPU memory, workstations) that underlay the new technology platforms is a frequent, ongoing and increasingly mandatory budget requirement as organizations become more dependent on these systems to support their customer services.

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- System obsolescence is increasingly framed in month time frames rather than years.
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- There is an increasing scarcity of technical personnel with the skill sets (e.g. HTML programming, RDMS database design and administration, network design and administration) to implement contemporary technical solutions.
- Management expectations dictate accomplishing productive, new technology projects in 8 - 10 month timeframes rather than the 2 - 3 year cycles common in the past.
- Increasingly competitive wage levels must often be offered to recruit and retain experienced technical staffs.
- Training existing legacy system (e.g. mainframe, second generation programming languages, hierarchical database structure) staff to undertake new system responsibilities is a long process that usually *doesn't meet immediate development needs*.
- The success rate in converting existing legacy staff to undertake development and maintenance of contemporary technology based solutions has been very low.

While the abovementioned challenges are indeed daunting, there is also a broad array of choices available to agencies like the BOC to address and overcome these issues. Across the spectrum of successful technology based initiatives implemented here in Hawaii and on the Mainland, there are numerous examples of innovative solutions that include:

- Partnerships and collaborations between public sector agencies and between public and private sector groups (e.g. Department of Health and the Hawaii Health Information Corporation arrangement to collaboratively maintain a hospital discharge data repository to assess patient outcomes).
- Outsourcing technical services (e.g. State arrangement with egovhawaii to develop and support Hawaii agency website initiatives).
- Innovative contracting methods (e.g. Department of Taxation contract with AMS that provides for services to replace legacy Hawaii tax systems using contingent payments subject to documented productivity improvements resulting from the new systems).

As the BOC considers its alternatives, it is paramount that it makes choices that it can confidently rely on, that the BOC can afford on an ongoing basis and that include solutions can be supported by its staff under contemporary industry demands and constraints.

It is with the above in mind that Title Guaranty of Hawaii (TG) has identified two service opportunities that the BOC may find useful to consider as it seeks to *define its technical solutions*. These include the following:

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- ***Recorded Document Images Capture Service.*** A service that provides for the digitization of new recorded documents on an ongoing basis.
- ***Recorded Document Image Repository.*** A service that provides BOC staff with high capacity storage and access to recorded document images.

TG invites the BOC to engage in an active discussion to discuss these two service opportunities. A more detailed description of the service offerings is provided in the sections that follow.

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Recorded Document Images Capture Service

The *Recorded Document Images Capture* service provides BOC with a cost effective option to perform document image capture tasks. This service is offered as a joint initiative with the Hawaii Title Association. On a daily basis, TG would scan new recorded documents, perform image quality review, and enter document index data. The new recorded document images would subsequently be loaded to a designated BOC image server and to the TG recorded document image repository.

With this service, the BOC would have the option of retrieving new recorded document images from its own image server or the TG recorded document image repository. The *Recorded Document Images Capture* service offers the BOC the following benefits:

- ***Offers the BOC full access to new recorded documents without the system conversion and operations costs.*** With this feature, the BOC has the option to delay or eliminate proposed system development, acquisition, and recurring staff costs associated with the required systems to digitally convert new recorded documents.

This feature offers the BOC an opportunity to save \$100,000 - \$200,000 in document capture software costs and approximately \$100,000 in document scanning and image storage equipment costs. Additional recurring operational costs and staff costs savings could also be derived since the BOC would not require operations staff to perform document preparation and capture tasks. BOC's savings opportunity in this area is estimated to be approximately 2 - 3 FTEs at an average annual savings of approximately \$60,000 - \$90,000 per year.

- ***Offers BOC near term access to necessary recorded documents.*** With this feature, TG can offer BOC near term access to new recorded documents on an ongoing basis. Once new recorded document images have been loaded to the BOC image server and the TG recorded document image repository they will be available for access by BOC offices, both on Oahu and the Neighbor Islands.

Architecture and Components

This feature assumes use of existing and modified TG imaging systems components to perform the image capture of new recorded documents on a daily basis. Proposed operation processes include logging new recorded documents, performing document preparation tasks, scanning documents, performing image quality review, and performing image commit processes.

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Finished recorded document images may be stored on a designated image server at BOC and/or the TG RAID server, as mutually agreed. BOC will have the option to retrieve stored recorded documents using its BCIS or Internet browser software.

Strengths and Challenges

The following table summarizes strengths and challenges for BOC in selecting the *Recorded Document Images Capture* feature:

Strengths	Challenges
<ul style="list-style-type: none">• Provides BOC with opportunity to significantly reduce costs related to document scanning and storage hardware and software.• Provides opportunity for BOC to reduce costs associated with relatively low value document capture processes and to utilize the savings to invest in higher value BCIS functions.• Provides BOC with optimized document image capture capability that minimizes the cycle time and error rates associated with recorded documents processing.	<ul style="list-style-type: none">• Requires BOC to depend on the Title Association as an outsource service vendor to provide new recorded document images.

Recommendation

The *Recorded Document Images Capture* feature is a **good match** for BOC if its highest priorities include:

- Reducing the cycle time involved in processing new recorded documents and making document images available to staff and users.
- Leveraging its limited funds for optimal development of BCIS.
- Reducing its operational support requirements (i.e. document scanning and processing, system technical support, staff training, competitive staff retention).

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- Providing Neighbor Island offices with near term access to recorded document images.
- Provides ongoing, reliable access to new recorded documents.

Implementation of the *Recorded Document Images Capture* feature is *not a good match* for BOC if its higher priorities include:

- Implementing defined administrative and programmatic initiatives that dictate creation of a BOC proprietary recorded document images system capability.
- BOC anticipates a need to develop independent document image capture capability to support other prospective department information requirements.

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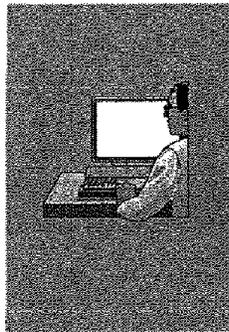


Recorded Document Image Repository

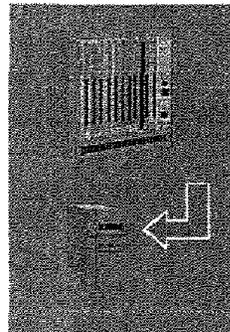
The *Recorded Document Image Repository* service provides BOC with a cost effective option to access recorded document images stored on the TG high capacity RAID array. Using a dedicated, high-speed network link, the BOC would use the BCIS application or Web browser based image viewers to access document images on the TG recorded document image repository. From its main offices and Neighbor Island offices, the BOC would be able to search, retrieve, display, print and download recorded documents from the TG recorded document image repository.



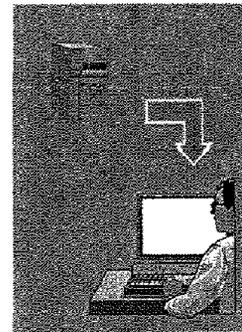
BOC User Identifies
Document Images for
Retrieval



BOC User Enters
Document ID No. Into
TG Web Application



Document Images
Retrieved from TG
RAID Repository



BOC User
Displays/Prints
Document Image

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Based on TG's understanding of the BOC's requirements and experience derived from many years in the title insurance business in Hawaii, TG believes the *Recorded Document Image Repository* feature offers the following benefits to the BOC:

- *Offers the BOC full access to necessary recorded documents without incurring significant start up and recurring system operations costs.* With this option, the BOC has the option to delay or eliminate proposed costs related to acquiring and managing a high capacity image server/optical jukebox system and tape backup environment.

Using this option, the BOC has an opportunity to save approximately \$250,000 - \$400,000 in image storage equipment acquisition and installation costs. Additional operational costs and staff costs savings could also be derived since the BOC would not require backup systems and operations staff to maintain the image server/optical jukebox systems.

- *Offers BOC a high speed documents retrieval option with off-site backup safeguards.* With recorded documents stored on the TG RAID array based image repository, the BOC will have a superior image delivery platform for accessing recorded documents. A RAID based storage system is the optimal solution for retrieval of large image files and transmission over the Internet and over the State HAWAIIAN Network.

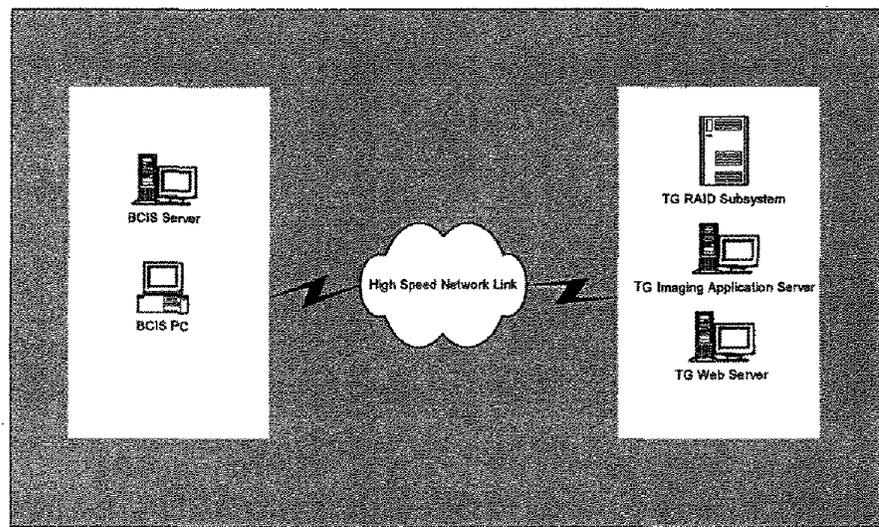
And the BOC is assured of having adequate off-site backups in case of systems failure and disruptions. In addition to safeguards built into the RAID array device, TG maintains both CD based image duplicates and microfilm copies of its recorded document images.

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Architecture and Components

The *Recorded Document Image Repository* feature utilizes a system environment that includes a primary document index database and a RAID based image repository. A direct telecommunications link between TG and the BOC will be installed to enable BOC access to recorded document images stored on the TG document image repository.



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Strengths and Challenges

The following table summarizes strengths and challenges for BOC in selecting the *Recorded Document Image Repository* feature:

Strengths	Challenges
<ul style="list-style-type: none">• Provides BOC with opportunity to significantly reduce costs related to document management operations.• Provides BOC with an optimized document storage and retrieval solution that meets and exceeds its specified requirements.• Offers BOC with opportunity to provide support for its Neighbor Island record retrieval requirements.	<ul style="list-style-type: none">• Requires BOC to depend on an outsource service vendor to provide delivery of recorded document images.

Recommendation

The *Recorded Document Image Repository* feature is a **good match** for BOC if its highest priorities include:

- Providing its staff and users with an optimized system platform for accessing recorded documents.
- Leveraging its limited funds for optimal development of BCIS.
- Reducing its operational support (staff, hardware/software, training) requirements.
- Providing Neighbor Island offices with near term access to recorded document images.

Implementation of the *Recorded Document Image Repository* feature is **not a good match** for BOC if its higher priorities include:

- Implementing defined administrative and programmatic initiatives that dictate creation of a BOC proprietary recorded document images collection.

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