

STATE OF HAWAII
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS AND OBJECTIVES
FOR THE PERIOD JULY 1, 2013 THROUGH JUNE 30, 2014

SUBMITTED TO
THE TWENTY-EIGHTH STATE LEGISLATURE
IN RESPONSE TO ACT 100, SLH 1999, PART II

**STATE OF HAWAII
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES**

ANNUAL REPORT ON GOALS AND OBJECTIVES

January 2015

**Submitted to the Twenty-Eighth State Legislature
(As required by Act 100, SLH 1999, Part II)**

The goal of the Department of Accounting and General Services (DAGS) is to strive for quality and consistency in the delivery of essential support services to other state departments and agencies. The department's activities reflect a continuing commitment towards cost efficiency, productivity, relevancy and timeliness of services.

Individual program goals, objectives, policies and action plans follow in this annual report for the twenty-six programs comprising DAGS. Every program has also identified performance measurements in the following key areas: customer satisfaction, program standard and cost effectiveness. In addition, all programs have included their past year accomplishments. The 26 DAGS programs are as follows:

Government-Wide Support

AGS 101	Accounting System Development and Maintenance
AGS 102	Expenditure Examination
AGS 103	Recording and Reporting
AGS 104	Internal Post Audit
AGS 111	Archives-Records Management
AGS 130	Information Management and Technology Services
AGS 131	Information Processing and Communication Services
AGS 203	State Risk Management and Insurance Administration
AGS 211	Land Survey
AGS 221	Public Works-Planning, Design and Construction
AGS 223	Office Leasing
AGS 231	Central Services-Custodial
AGS 232	Central Services-Grounds Maintenance
AGS 233	Central Services-Building Repairs and Alterations
AGS 240	State Procurement
AGS 244	Surplus Property Management
AGS 251	Automotive Management-Motor Pool
AGS 252	Automotive Management-Parking Control
AGS 871	Campaign Spending Commission
AGS 879	Office of Elections
AGS 891	Enhanced 911 Board
AGS 901	General Administrative Services

Formal Education

AGS 807 School Repair and Maintenance-Neighbor Island Districts

Culture and Recreation

AGS 818 King Kamehameha Celebration Commission

AGS 881 State Foundation on Culture and the Arts

AGS 889 Spectator Events and Shows-Aloha Stadium

In support of a continuing improvement effort, the Comptroller as head of the department welcomes any questions or comments regarding any of the DAGS program's goals and objectives.

GOVERNMENT-WIDE SUPPORT

AGS 101	Accounting System Development and Maintenance
AGS 102	Expenditure Examination
AGS 103	Recording and Reporting
AGS 104	Internal Post Audit
AGS 111	Archives-Records Management
AGS 130	Information Management and Technology Services
AGS 131	Information Processing and Communication Services
AGS 203	State Risk Management and Insurance Administration
AGS 211	Land Survey
AGS 221	Public Works-Planning, Design, and Construction
AGS 223	Office Leasing
AGS 231	Central Services-Custodial
AGS 232	Central Services-Grounds Maintenance
AGS 233	Central Services-Building Repairs and Alterations
AGS 240	State Procurement
AGS 244	Surplus Property Management
AGS 251	Automotive Management-Motor Pool
AGS 252	Automotive Management-Parking Control
AGS 871	Campaign Spending Commission
AGS 879	Office of Elections
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DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-101/Accounting System Development and Maintenance

Contact Person/Phone: Kurt I. Muraoka/586-0610

I. Goal

The goal of the program is to satisfy the following requirements:

- A. Making changes and modifications in the accounting system (including the design and implementation of an adequate system of internal controls to encompass the changes or modifications in the accounting system) that appears to be in the best interest of the State and counties, as promulgated by Section 40-2 of the Hawaii Revised Statutes (HRS).
- B. Determining the forms required to adequately supply accounting data for the State government, maintaining the applicability, relevancy and uniformity (i.e., classification, numbering and standardization of such forms in terms of design, dimension, color and grade of paper) of accounting forms in Statewide use, and recording such forms in a catalogue of Statewide accounting forms, as promulgated by Section 40-6 of the HRS.
- C. Providing the only cost efficient and feasible means of developing and implementing changes or modifications in the Statewide Accounting System (which includes the Financial Accounting and Management Information System or FAMIS, Payroll System, Central Warrant Writing System, Warrant Reconciliation System, and Financial Datamart) to enhance or improve the functionality and/or internal controls of the system.

II. Objectives and Policies

- A. Systems Development and Implementation - Develop and implement new Statewide accounting applications and/or major enhancements to existing Statewide accounting applications to correct accounting deficiencies (i.e., non-compliance with Generally Accepted Accounting Principles or GAAP), improve operational efficiency by providing accounting applications with greater functionality or improved capabilities, and comply with changes in applicable State and Federal laws, and management policies.

- B. Systems Maintenance - Maintain existing Statewide accounting applications to improve operational efficiency and/or usability through continued monitoring of the system's performance in providing useful and timely information, and collaboration with users on a Statewide basis to identify, develop and implement system modifications due to changes in applicable State or Federal laws, or management policies that will benefit all system users.
- C. Statewide Accounting Controls - Establish and maintain proper internal control over Statewide accounting functions through the use of Statewide Accounting Manuals to safeguard assets against loss or waste, and provide reasonable assurance that the financial information generated from the Statewide Accounting System can be relied upon to fairly present the financial position of the State for a given accounting period by prescribing the accounting policies of the State and standardizing the accounting methods and practices of the State.

This function also controls the content, format, flow and timing of accounting information required by applications comprising the Statewide Accounting System through the use of Statewide Accounting Forms (SAFORMs). Use of standardized accounting forms promotes operational efficiency through maintenance of applicable, uniform and consistent information.

III. Action Plan with Timetable

- A. Objective/Policy #1 - Systems Development and Implementation
 - 1. Required Actions – The following major actions/tasks are usually required to develop and implement new Statewide accounting applications and/or major enhancements to existing Statewide accounting applications to correct accounting deficiencies. Custom software is developed only when the purchased software cannot properly satisfy the requirements of the new system, and interfaces are developed only when the new system is required to share data with other systems.
 - a. Project Management of State Resources
 - b. System Scope and Requirements Definition
 - c. Purchased Software Installation, Configuration, and Testing
 - d. Gap Analysis and System Functional Design Development
 - e. System Process and Document Re-engineering
 - f. Custom Software Requirements Definition, Programming, and Testing

- g. System Interface Requirements Definition, Programming, and Testing
- h. User Manual and Training Documentation Development
- i. User Training
- j. Pilot Implementation
- k. Statewide Deployment

2. Implementation Timetable

- a. Enterprise Resource Planning (ERP) Project – Participate in the development and implementation of the ERP which will replace the existing Statewide Accounting System.

- (1) Past Year Accomplishment

- Participated in the collection and consolidation of requirements and data for the ERP. Participated in the review and selection process of the ERP vendors.

- (2) One Year

- Participate in the review and selection process of the ERP vendors. Participate in the development and implementation activities of the ERP.

- (3) Two Year

- Participate in the development and implementation activities of the ERP.

- (4) Five Year

- Participate in the development and implementation activities of the ERP.

- b. Electronic Treasury Deposit Receipts (eTDR) Project - Participate in the development and implementation of the eTDR system which will automate the entry of receipts and deposits data to the Department of Budget and Finance System and FAMIS.

(1) Past Year Accomplishment

Performed unit and system testing for phase I of the system development. Continued with the system and functional design, requirements definition, changes to the policies and procedures, reports, etc. for the eTDR system.

(2) One Year

Continue with unit and system testing, prepare user documentation, training materials, conduct user training, conversion, and implementation of the eTDR system.

(3) Two Year

Continue to train and implement the eTDR system to remaining departments and agencies. Begin phase II development to include additional features and functionality.

c. Financial Datamart System

(1) Past Year Accomplishment

Enhancements were made to improve the efficiency of the Financial Datamart system, and provide improved functionality for the departments.

(2) One Year

Continue enhancing the State's Datamart system to provide more data, functionality and/or reports for the departments.

(3) Two Year

Continue enhancing the State's Datamart system to provide more data, functionality and/or reports for the departments.

B. Objective/Policy #2 - Systems Maintenance

1. Required Actions – The following systems maintenance functions are required to maintain all Statewide accounting applications:

a. User Support

b. System Modification and Enhancement

c. System Analysis and Re-engineering

2. Implementation Timetable

a. Check Image Storage and Retrieval System

(1) Past Year Accomplishment

None

(2) One Year

Develop and implement a check image storage and retrieval system needed for the reconciliation process of the 2 million plus checks issued by the Comptroller.

b. User Support for Statewide Accounting System

Provide assistance and support to all users of the Statewide Accounting System (which includes the Financial Accounting and Management Information System or FAMIS, Payroll System, Central Warrant Writing System, Warrant Reconciliation System, and Financial Datamart).

c. Systems Maintenance and Enhancement

Provide on-going systems maintenance, trouble shooting and resolving problems, and making necessary improvements to the Statewide Accounting System.

C. Objective/Policy #3 – Statewide Accounting Controls

1. Required Actions

a. Statewide Accounting Controls are required to ensure that the accounting policies and procedures of the State:

(1) Comply with the Generally Accepted Accounting Principles (GAAP) and pronouncements from GASB

(2) Include adequate accounting controls for all Statewide accounting applications

- (3) Reflect management's expressed authorization with regard to the treatment of a given accounting event and processing of accounting transactions related to that event
 - b. The three areas of Statewide Accounting Controls are:
 - (1) Statewide Accounting Manual Revisions
 - (2) Other User Manual Revisions
 - (3) Forms Control
 2. Implementation Timetable
 - a. Past year Accomplishment

Created more PDF fillable State Accounting Forms (SAFORMS) and revised existing PDF SAFORMS into savable format and placed them on the State's Form Central web site, which can now be used in place of preprinted forms.
 - b. One Year
 - (1) Conduct a systems analysis to implement changes to the check layouts for all state checks to comply with Check 21 requirements. Implement and test the system changes to the check layouts.
 - (2) Continue creating more single part and multipart SAFORMS in PDF fillable format and place them on the State's Form Central web site for departments to download and use. Revise existing PDF SAFORMS into a savable format.
 - c. Two Year

Continue creating more single part and multipart SAFORMS in PDF fillable format and place them on the State's Form Central web site for departments to download and use. Continue revising existing PDF SAFORMS into a savable format.

IV. Performance Measures

- A. Customer Satisfaction measure – Key departments are involved with the development of new systems and/or major enhancements to existing systems to provide input into

the design and functionality of the systems. Departments are also contacted periodically to inquire on needs and changes that would impact them.

- B. Program Standard measure – Percentage of projects completed for development of new Statewide accounting systems and enhancement/maintenance to existing Statewide accounting systems. Percentage of projects completed for maintenance of accounting manuals and forms.
- C. Cost Effectiveness measure – Greater utilization of the Statewide accounting systems. Expenditures not exceeding budget amounts.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-102/Expenditure Examination

Contact Person/Phone: Sheila K. Walters/586-0650

I. Goal

The primary goal of the program is to ensure that the State's payments conform to established standards of propriety and legality and are made promptly.

II. Objectives and Policies

- A. To ensure that payments conform to existing laws, administrative rules, executive orders, and are proper.
- B. To ensure that payments are made promptly, the program will explore various options that may expedite the payments to contractors, vendors, employees, and third party payees.

III. Action Plan with Timetable

- A. Objective/Policy #1 – The program has determined that knowledge of existing laws, administrative rules, and executive orders is not the standard in all departments due to staffing reductions and retirements.
 - 1. Required Action – The program will update training materials for contract processing.
 - a. Meet with State Procurement Office staff to confirm program's application of the Hawaii Administrative Rules as they pertain to source selection, use of HIePRO, etc.
 - b. Meet with the Department of Attorney General's staff responsible for contracts and contract forms for the purpose of replacing existing Comptroller's Memorandums related to contracts.
 - c. Meet with the Department of Accounting and General Services Administrative staff to determine issues that should be addressed in the updating of the training materials.

2. Required Action – The program will review State and Federal laws for any changes to reporting requirements and will review ERP requirements as reflected in the “requisition to payment” segment of the ERP.
 - a. Determine if Comptroller’s Memorandums need to be issued to inform departments and agencies of any changes to implement any new requirements.
 - b. Determine if changes in reporting requirements involve form revisions to allow for new reporting requirements which would be met by AGS 101 – Accounting System Development and Maintenance Program.
 - c. Determine how current procedures and processes will be impacted with the ERP.
 3. Implementation Timetable
 - a. Past Year Accomplishment – The program has been reviewing problems/issues relating to contract processing. Due to staffing issues, the program has not completed its review.
 - b. One Year – Begin meetings with the Department of the Attorney General’s staff and review the current contract forms to determine if any changes to contract encumbrance, payment and reporting procedures are required. Participate in training/meetings with ERP functional lead of the “requisition to payment” module.
 - c. Two Year – Implement any changes that may be required and provide training, as required. Continue to participate in the ongoing ERP module for contracts and payments.
 - d. Five Year – Perform global review of existing contract and vendor payment processing procedures to confirm existing laws, rules, and orders are being complied with and reporting procedures are met or required to be modified. Participate in the development/implementation of the State’s new enterprise-wide financial system.
- B. Objective/Policy #2 – Prompt payment of the State’s contractors, vendors, third party payees, and State employees.
1. Required Actions – The program will continue to maintain five working day turnaround for the State’s contractors and vendors.

- a. Determine whether current pre-audit procedures need to be revised for any changes impacting the program's "Objective/Policy #1" and formulate changes that may be required by the ERP project.
 - b. Implement any changes in pre-audit procedures that do not negatively impact pre-audit responsibility.
2. Required Actions – The program will continue to participate in the Enterprise Resource Planning (ERP) Project with the Central Payroll supervisor as the payroll functional lead.
 - a. Determine how current pre-audit procedures will need to be revised for any changes due to the ERP.
 - b. Implement any changes in pre-audit procedures that do not negatively impact pre-audit responsibility and are required by the ERP.
3. Implementation Timetable
 - a. Past Year Accomplishments – The ERP project has required the program to review current payroll practices and processes and to review possible impacts to the contract and vendor encumbrance and payment processes.
 - b. One Year – Program staff will assist in user documentation reviews and training.
 - c. Two Year – Begin/continue implementation of all other departments and agencies.

IV. Performance Measures

- A. Customer Satisfaction measure – Departmental personnel responsible for contracting and vouchering will be provided clear and consistent guidelines and hopefully reduce frustration from rejected contracts and payments.
- B. Program Standard measure – Number of "Audit Correction Slips" issued after issuance of new policies and procedures.
- C. Cost Effectiveness measure – Timely contract encumbrances and reduction in late interest payments.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-103 / Recording and Reporting

Contact Person/Phone: Suzanne Eghan / 586-0599

I. Goal

The program goal is the prompt and proper recording of the State's financial transactions. The goal includes the timely processing of documents and issuing of reports, including the publication of the State's Comprehensive Annual Financial Report.

II. Objectives and Policies

- A. #1 - The issuance of the State's Comprehensive Annual Financial Report (CAFR) in conformance with generally accepted accounting principles (GAAP). This also includes the submission of the State's CAFR to the Government Finance Officers Association of the United States and Canada (GFOA) Certificate of Achievement in Excellence in Financial Reporting program.
- B. #2 - Enhancements to the processing and accessing of financial information in the Financial Accounting and Management Information System (FAMIS), the State's official accounting system.

III. Action Plan with Timetable

- A. Objective/Policy #1 - The issuance of the CAFR in conformance with GAAP.
 - 1. Required Action - Implementation of Governmental Accounting Standards Board Statements (GASB Statements) that require accrual basis government-wide financial statements including infrastructure capital assets, and depreciation of all capital assets except for land and land improvements.
 - 2. Past Year Accomplishments
 - a. Prepared FY 2013 CAFR including the government-wide accrual basis financial statements and the discussion and analysis of the financial statements. The FY 2013 CAFR was issued in January 2014.
 - b. The State of Hawaii received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the second consecutive year.

3. One Year
 - a. Prepare FY 2014 CAFR under GASB Statements.
 - b. Continue accounting policy and procedure changes needed to implement GASB Statements.
 4. Two Years
 - a. Evaluate any new GASB statements and their impact on the accounting policies and procedures.
 - b. Continue evaluation of the accounting system and preparation of financial statements under the existing GASB statements and any new GASB statements.
 5. Five Years
 - a. Evaluate future GASB statements and the impact on the accounting policies and procedures.
 - b. Continue evaluation of the current accounting system and preparation of financial statements and make changes as needed by GASB statements.
- B. Objective/Policy #2 - Enhancements to the processing and accessing of financial information in FAMIS.
1. Required Action - Enhancements to the processing and accessing of financial information in FAMIS require the following:
 - a. Review the current process and utilize the State's intranet to improve processing and dissemination of financial information.
 - b. Identify any current problems/issues and additional requirements through discussions with departments.
 - c. Determine the resources required for the enhancements and compare the resources needed with the resources available.
 - d. If feasible, define, develop and implement the information processing/accessing enhancements.

2. Past Year Accomplishments
 - a. No new enhancements were implemented in FY 14.
3. One Year
 - a. Provide assistance and support in providing requirements for a new financial accounting system.
4. Two Years
 - a. Continue the identification and implementation of alternatives to improve information processing efficiency and to increase accessibility of financial information
 - b. Support the Enterprise Resource Planning (ERP) Project led by the Office of Management and Technology as it relates to recording and reporting of accounting information.
5. Five Years
 - a. Implement a new financial accounting system.

IV. Performance Measures

- A. Customer Satisfaction measure – GFOA’s awarding of its Certificate of Achievement in Excellence in Financial Reporting to the State’s CAFR and the number of users utilizing the FAMIS enhancements to process and access information.
- B. Program Standard measure - The publication within six months after the fiscal year is closed for the CAFR and the prompt processing of the accounting data and reports.
- C. Cost Effectiveness Measure - Cost effectiveness is measured by the amount of overtime incurred to complete the CAFR and to process accounting data and reports.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-104/Internal Post-Audit

Contact Person/Phone: Wayne L. Chu/586-0360

I. Goal

To achieve compliance with State laws by the State's Executive departments and agencies on accounting procedures and internal control systems through financial and compliance audits.

II. Objectives and Policies

- A. #1 – To ensure that the State's Executive departments and agencies maintain the accounting and internal control systems and that the systems function effectively as designed.
- B. #2 – To schedule an adequate audit cycle to ensure that every department in the executive branch will be audited at least once every six years.

III. Action Plan and Timetable

A. Objective/Policy #1 – To ensure that the State's Executive departments and agencies maintain the accounting and internal control systems and that the systems function effectively as designed.

- 1. Required Actions.
 - a. Define the target group.
 - b. Establish for the fiscal year a schedule of annual and non-annual audits.
 - c. Report the results of the monitoring.
- 2. Past Year Accomplishments.
 - a. The target group was defined.

- b. 38 of 39 scheduled audits of departments and agencies covering 17 departments were completed on time.
 - c. 34 of 39 departments and agencies' audit reports identified noncompliance with the accounting system or internal controls. The departments and agencies have developed and implemented corrective action plans to resolve the noncompliance.
 - d. 138 total audit findings were reported for the fiscal year. This is a 13% decrease from the previous year.
 - e. 72 new audit findings were reported for the fiscal year. This is an 11% increase from the previous year. 17 of the 39 (31% increase) departments and agencies did not have new audit findings.
 - f. 94 audit findings were resolved during the fiscal year. 60% of the total previous year's audit findings were resolved.
 - g. Follow-up will be made with the remaining department to ensure completion of the scheduled audit in a timely manner.
3. One Year
- a. Define the target group.
 - b. Monitor that the target group completes its scheduled audits on time.
 - c. Review the completed audit reports as to noncompliance with established accounting procedures and internal controls and that written policies and procedures are functioning as designed.
 - d. Report on the number of total audit findings, new audit findings, and audit findings resolved for the fiscal year.
 - e. Conduct follow-up inquiries as to scheduled audits not completed.

4. Two Years – Continue the implementation timetable of the first year.
 5. Five Years – Continue the implementation timetable of the prior years.
- B. Objective/Policy #2 – To schedule an adequate audit cycle to ensure that every department in the executive branch will be audited at least once every six years.
1. Required actions.
 - a. Define the target group.
 - b. Establish a schedule of annual and non-annual audits.
 - c. Report the results of the monitoring.
 2. Past Year Accomplishments.
 - a. The target group to be audited was defined.
 - b. A schedule of 39 annual and 21 non-annual audits were established.
 - c. 38 of 39 annual audits of departments and agencies and 21 of 21 non-annual audits were planned and completed during the fiscal year. Total non-annual audits were 254.
 - d. The average number of years between audits for State agencies not audited annually is 3 years. This is a 50% decrease from prior years as DOE Internal Audit Office has increased the number of DOE school audits completed during the fiscal year.
 - e. Conduct follow-up inquiries as to the scheduled audit not completed on time.
 3. One Year
 - a. Define the target group to be audited.
 - b. Establish a schedule of annual and non-annual audits.

- c. Review audit reports of planned annual audits and conduct non-annual audits.
 - d. Determine if the average number of years between audits for the target group is 6 years or less.
 - e. Conduct follow-up inquiries as to scheduled audits not completed on time.
- 4. Two Years – Continue the implementation timetable of the first year.
 - 5. Five Years – Continue the implementation timetable of the prior years.

IV. Performance Measures

- A. Customer Satisfaction Measure – An annual evaluation survey will be developed and distributed to the target group. Any concerns identified through the survey will be addressed immediately.
- B. Program Standard Measure – Program standard will be the completion of all scheduled annual and non-annual audits by the due date for the target group. All departments are scheduled for audit so that every department in the executive branch will be audited at least once every six years where the department is not audited annually.
- C. Cost Effective Measure – Cost to conduct the audits by the program will be monitored to ensure that they are reasonable and fair and do not exceed budgeted costs and comparable audit fees.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-111/Archives-Records Management

Contact Person/Phone: Susan Shaner/586-0310

I. Goals

- A. Increase access to the State Archives collections.
- B. Promote efficient and effective management of government records including the preservation of the State's permanent electronic records.

II. Objectives and Policies

- A. Collect and preserve permanent government records of enduring legal, historical or fiscal value from government agencies.
- B. Make records available for access via the internet. Catalog records on KOHA, an online library database accessible via the web.
- C. Develop and revise records retention and disposition schedules for the executive branch. Operate the State Records Center for the storage of non-current, non-permanent government records.
- D. Implement the building of the Hawaii State Digital Archives through a phased approach including hardware implementation and documentation and software development to ensure the preservation and access to electronic records of long-term value.

III. Action Plan with Timetable

A. Past Year Accomplishments

- 1. Archives: add/edited 33 bibliographic records in on-line catalog KOHA which is accessible on the Internet; accessioned 77 cubic feet of records and special collections; appraised, arranged and described 47 cubic feet of records for public use; retrieved 18,696 records for researchers; translated 299 pages of Hawaiian language records; serviced 9,242 researchers; scanned 17,658 images; loaded 30,430 records to the Archives' website totaling 305,742

records online; and received more than 395,182 visitors to Archives online databases.

2. Records Center: received 2,949 cubic feet of records and 158 reels of microfilm; completed 1,076 records requests; and coordinated destruction of 5,492 cubic feet of expired records.
3. Digital Archives: The passage of Act 88 of the 2013 Legislature was a significant accomplishment for the State Archives in that it: defined the powers of the State Archivist with regards to preservation of digital records within the State of Hawaii, and approved a dedicated funding stream for the ongoing development and maintenance of the Hawaii State Digital Archives. The Digital Archives Project Team continues to review existing International Standards and Best Practices on digital preservation, continues to perform deep code-level analysis of new open source digital archives software, refines and documents the system architectural design and coding standards based on their analyses and functional requirements, and continues to improve and enhance “Kukini” the ingest software to enable agencies to send records to the digital archives from their desktops and other systems to process, provide access to and permanently preserve trustworthy digital records of enduring legal, historical, fiscal or cultural value.

B. One Year

1. Archives: add/edit bibliographic records to KOHA Integrated Library Catalog; accession 100 cubic feet of government records; appraise, arrange, and describe 20 cubic feet of records; retrieve 20,000 records for researchers; translate 300 pages of Hawaii language records; service 9,000 researchers; upload 10,000 records to the Archives’ website; and receive 400,000 visitors to Archives online databases.
2. Records Center: schedule records series; receive 3,000 cubic feet of records; service 1,000 records requests; and coordinate destruction of expired records.
3. Digital Archives: Implement the final production phase of the project consisting of seven streams: final development of any functionality determined to be necessary prior to launch of the production system, rollout of production hardware, stress test of the production system, address any final functionality or revisions necessary, complete documentation required for TRAC audit, knowledge transfer to State Archives staff through training and

wiki documentation, and public unveiling of the Digital Archives. Any remaining functional requirements that have not been implemented that have been determined to be necessary for the public launch will be implemented by the project technical staff and project interns. (Estimated time frame: 12 months.)

C. Two Years

1. Archives: add/edit bibliographic records to KOHA Integrated Library Catalog; accession 200 cubic feet of government records; appraise, arrange, and describe 40 cubic feet of records; retrieve 40,000 records for researchers; translate 600 pages of Hawaiian language records; service 18,000 researchers; upload 20,000 records to the Archives' website; and receive 800,000 visitors to Archives online databases.
2. Records Center: schedule records series; receive 6,000 cubic feet of records; service 2,000 records requests; and coordinate destruction of expired records.
3. Digital Archives: Following documentation created during the production phase, Archives technical staff continues to maintain and develop the Digital Archives' system including updating a roadmap for hardware expansion, onboarding additional partner agencies, and researching and addressing all upcoming projects or technologies that may impact the Digital Archives. Continual maintenance of the digital records enables the Archives to fulfill its functional duty to properly administer a records management program that includes records created digitally and to ensure their preservation for future generations

D. Five Years

1. Archives: add/edit bibliographic records to KOHA Integrated Library Catalog; accession 500 cubic feet of government records; appraise, arrange, and describe 100 cubic feet of records; retrieve 100,000 records for researchers; translate 1,500 pages of Hawaiian language records; service 45,000 researchers; upload 50,000 records to the Archives' website; and receive 2,000,000 visitors to Archives online databases.

2. Records Center: schedule records series; receive 15,000 cubic feet of records; service 5,000 record requests; and coordinate destruction of expired records.
3. Digital Archives: Archives technical staff continues to maintain and develop the Digital Archives' system including updating hardware, onboarding additional partner agencies, and researching and addressing all upcoming projects or technologies that may impact the Digital Archives. Continual maintenance of the digital records enables the Archives to fulfill its functional duty to properly administer a records management program that includes records created digitally and to ensure their preservation for future generations.

IV. Performance Measures

- A. Customer Satisfaction measure: Monitor website use by the general public and their interest in information presented by analyzing statistical data on number of hits to what pages. Use information to improve the “look and feel” and information presented on the website. If there are suggestions and/or complaints, develop survey to evaluate customer satisfaction with the website.
- B. Program Standard measure: In-house standards regulate service to the public and status-reports measure the output and effectiveness of our public service activities.
- C. Cost Effectiveness measure – Compare records managements costs with private sector, in particular storage costs.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES
January 2015

Program ID/Title: AGS-130
 Information Management & Technology Services (OIMT)

Contact Person/Phone: Keone Kali/586-1920 ext. 303

I. Goals

The Office of Information Management and Technology (OIMT) has prepared The State of Hawai'i Business and Information Technology / Information Resource Management (IT/IRM) Transformation Strategic Plan to ensure that the necessary information services are appropriately planned, invested, and implemented, based on mission requirements identified in the plan.

OIMT's charge is to design (architectural level), invest, and implement services and solutions that achieve the objectives in the plan.

II. Objectives and Policies

A. Establish governance processes, policies, and methodologies that guide the management and oversight of the state's IT/IRM investments, acquisitions, and projects.

B. Identify opportunities for business process re-engineering (BPR) and initiate projects that will directly benefit the public and state employees through the modernization of lines of business (LOBs).

C. Institute enterprise shared services and a consolidated IT/IRM infrastructure to address internal-facing, shared support services, data management services, infrastructure and systems on an enterprise-wide basis as the technology foundation for future work.

III. Action Plan with Timetable

A. Establish governance processes, policies, and methodologies that guide the management and oversight of the state's IT/IRM investments, acquisitions, and projects.

1. Past Year Accomplishments (FY2014)

a. Enterprise Architecture development in progress: Phase 1 (Portfolio Management Development) conducted with assistance of experienced vendor.

- b. The processes for approval of technology projects and purchases have been documented and are being vetted through the Enterprise Architecture working groups.
 - c. The Program Management Information System (PMIS), consisting of Collaboration and Content Management, and Project Management have been deployed successfully. First consumers of the PMIS are OIMT/ICSD and a handful of departments, which are helping improve the governance process for a subsequent rollout to the entire state.
 - d. Launched the Hawaii StateStat Dashboard which is intended to report progress on key state initiatives and provide for transparency with constituents, <https://dashboard.hawaii.gov/> with 15 goals. Continuing to work with the agencies to define additional measurable goals.
 - e. Soft launched the OHA dashboard: <https://dashboard.hawaii.gov/oha> which is intended to report progress on key OHA initiatives.
 - f. Working with Public Safety to develop a management dashboard which is intended to report progress on key Public Safety initiatives.
 - g. Working with OIP to publish the Open Data Policy. A policy on Open Data will ensure that the Federal Directive on Government Transparency is properly followed via practices and procedures of reporting and archiving data.
 - h. Working with the Sustainability group to develop the Aloha+ Challenge dashboard which is intended to report progress on key initiatives.
2. One Year (FY2015)
- a. Ensure that governance projects, working groups and initiatives continue.
 - b. Approve and implement all policies and procedures related to governance.
 - c. Develop SharePoint site for tracking Policy documents.
 - d. Initiate Executive Branch Agencies participation on all GOV, EA, PFM related initiatives via CIO/EA Working Group (EAWG).
 - e. Establish Charter for GOV, EA and PFM, roles, responsibilities, engagement rules and objectives, and deliverables for FY15.
 - f. Establish priority GOV, EA and PFM policies, standards and procedures for statewide adoption.

- g. Establish enterprise Life Cycle Management principle of Architect, Invest, Implement and Operate (Capital Planning and Investment Control (CPIC)).
 - h. Establish a Statewide automated solution for Executive Branch Agencies to request IT/IRM investment approvals via electronic forms with workflows to retire paper-based processes currently utilized.
 - i. Establish organizational structure, staffing and resources to sustain GOV, EA and PfM operational activities.
3. Two Years
- a. Continue to refine, mature and evolve the above-mentioned statewide processes, procedures and solutions. Ensure sustainability of those initiatives set forth for IT/IRM Governance, EA and PfM objectives.
 - b. Continue to ensure that governance projects and initiatives continue.
 - c. Replace or upgrade existing governance policies and procedures that have reached end-of-life or are no longer applicable.
4. Five Years
- a. The program will continue to refine objectives that were previously identified and follow-up on unfinished objectives and any new initiatives that may have been identified.
- B. Expand IT Identify opportunities for business process re-engineering (BPR) and initiate projects that will directly benefit the public and state employees through the modernization of lines of business (LOBs).
1. Past Year Accomplishments (FY2014)
- a. Initiated the following IT projects to improve business processes:
 - i. Department of Agriculture- Permitting
 - ii. Department of Health – Contract Genie
 - iii. Department of Defense – Image scanning
 - iv. Department of Health – Vital Record ordering
 - v. Attorney General – Advice Memo Automation
 - vi. Department of Labor and Industrial Relations – Decision Management Dashboard
 - vii. Department of Accounting and General Services Public Works Web-based Document Access – Status (converting all building and facility plans and specification files into electronic format

- and centralizing the information for streamlined, web-based access by State and community stakeholders): Project plan development
- viii. Department of Agriculture Quality Assurance Information Management System (an integrated quality assurance management system that allows for the capture, management and sharing of information in order to protect consumers, businesses, and manufacturers from unfair practices) – Status: Project plan development
 - ix. Department of Agriculture Contracts Management System – Status (a system for simplifying and expediting the contract management and approval process): Project plan development
 - x. Attorney General Advice Management System – Status: Project complete.
 - xi. Department of Defense File Conversion to Electronic Format (Youth Challenge Academy – Conversion of paper files to electronic format, freeing up space for a study hall for students) – Status: Project complete
 - xii. Department of Health Contract Genie (Completion of Phase 2 of DOH’s contract administration system, which will streamline the process of awarding contracts and expediting payments under 103(F) & 103(D)) – Status: Project underway
 - xiii. Department of Health Vital Records Ordering and Tracking System – Status (a system that will serve as a central repository of all vital record - death, marriage, and birth - orders to ensure streamlined service and more satisfied customers) : Project complete.
 - xiv. Department of Human Services Benefit, Employment & Support Services (BESSD) Investigations Office (INVO) Database Consolidation – Status: Project complete (In connection with the Supplemental Nutrition Assistance Program, integrating multiple systems to allow for elimination of duplicative work, streamlining operations and validating data)
 - xv. Department of the Attorney General Advice Memo Automation- Conversion of paper index cards to electronic system allowing attorneys easier access to AG legal memos
 - xvi. Department of Public Safety Dashboard for Decision-making – Status (a performance management system that will allow for

tracking key indicators and targets, and better decision-making at corrections facilities): Project underway

- xvii. Department of Labor and Industrial Relations Hawaii Inspection and Permitting System (a system to develop a unified application for applying for, logging, scheduling and issuing inspections and permits) – Status: Project plan development
 - xviii. Uniform Chart of Accounts — The State has awarded a contract to a vendor to assist with establishing a new Uniform Chart of Accounts.
 - xix. Interim Grants (iFAMS) —The interim Federal Award Management System (iFAMS) will provide an immediate solution to improve the State’s ability to manage and consistently report on federal awards. Phase 1 of the project has been completed. Phase 2 of the project is in the final stage of the procurement process.
 - xx. Interim Budget — Department of Budget and Finance, Department of Human Services, and OIMT have partnered to develop an Interim Budget Solution. The project consisting of budget/actual variance reporting is complete.
 - xxi. Interim Assets — This project requires the Department of Accounting and General Services to coordinate an inventory of public buildings, facilities, and sites on public trust lands. The solution went live in October 2014.
 - xxii. Enterprise Resource Planning (ERP) —
Program activities – e.g. business process alignment sessions and organizational change management – continue. Interim ERP Solutions have been launched and placed into production. The ERP procurement is in process and project transition binders containing all the information relevant to the ERP project have been created for use by the next administration.
- b. Enterprise Program Management Office
- i. Project management related training sessions have been created and delivered to increase awareness and build expertise across the enterprise.
 - ii. An enterprise PMIS was designed, developed, tested and piloted. The new system is based on an industry leading technology platform that incorporates processes and procedures are aligned with Project Management Institute® (PMI)

standards, but with flexibility to accommodate varying project and departmental requirements.

- iii. Established a comprehensive set of templates that will provide consistency to projects and project managers across the State.
- iv. Transformation Internship Program (TIP) is a partnership with the Department of Human Resources Development (DHRD) where the program is promoted at all major universities and colleges within the State. Currently in its sixth session, TIP has provided internship opportunities to more than 200 students participating in a wide range of projects in across several departments.

2. One Year (FY2015)

- a. Deliver the ERP elements that bring the most operational stability and efficiency to the State.
- b. Continue to support the Tax System Modernization project.

3. Two Years

- a. Deliver the ERP elements that bring the most operational stability and efficiency to the State.
- b. Implement IT customer service excellence.

4. Five Years

- a. The program will continue to refine objectives that were previously identified and follow-up on unfinished objectives and any new initiatives that may have been identified.

C. Institute enterprise shared services and a consolidated IT/IRM infrastructure to address internal-facing, shared support services, data management services, infrastructure and systems on an enterprise-wide basis as the technology foundation for future work.**

**Refer to AGS-131 Information Processing & Communication Services (ICSD) Annual Report on Goals, Objectives, and Policies for additional information.

1. Past Year Accomplishments (FY2014)

a. ENTERPRISE SHARED SERVICES ACCOMPLISHMENTS

- Shared Services Center

- i. For the future state vision the goal will be to have redundant meshed shared services centers (SSC) distributed across the islands to provide high availability, fault tolerance, data

- backup and replication, disaster recovery, and always-on services to the State of Hawai‘i. Connections between shared services centers will be provided with dedicated high-speed fiber optic lines with service providers and state wireless connections acting as redundant and backup links respectively.
- ii. Over the past year, OIMT has entered into lease agreements for disaster recovery and overflow capacity with a co-location provider on Oahu and an additional facility on Maui, providing significant opportunity to re-claim power and cooling capacity in the State’s primary data center, as well as prepare the State for the increased demand for computing services, which will come as a result of enterprise projects such as ERP and Tax Modernization.
 - iii. Signed lease with an Oahu co-location facility to provide data center overflow capacity and disaster recovery capability
 - iv. Drafted and implemented Hawaii’s Disaster Recovery Plan for all applications residing on the Government Private Cloud
 - v. The Cloud - Virtualization of servers in our primary data center has enabled us to embark on an internal private cloud offering which offers a capacity of up to 3000 virtual hosts.
 - vi. We are currently utilizing Software as a service for our Collaboration (SharePoint) pilot, and for our Open data initiative at <http://data.hawaii.gov>.
 - vii. Entered into agreements with local co-location providers that have Platform, Infrastructure and Storage services that provide supplemental resources to our primary data center.
 - viii. State of Hawaii Recognized Amongst Six States as #1 Best in Class for Open Data (August 18, 2014) received a perfect score (8 out of 8 points) for the open data program based on four factors: “presence of open data policy, quality of open data policy, presence of an open data portal and quality of an open data portal.”
 - ix. State of Hawaii Awarded “Best Government Website” in the Web Marketing Association 2014 Web Award – September 15, 2014 The State of Hawaii’s main web portal (Hawaii.gov) was named “Best Government Website” on September 15, 2014 as part of the Web Marketing Association’s 2014 WebAwards. The update was part of the OIMT’s award-winning Business IT/IRM Transformation Plan unveiled in 2012. This is the 23rd

national award for the transformation program launched by OIMT and State of Hawaii since 2011

- x. 2014 Award of Excellence for Leadership in Government Transformation Using EA - Government Project, Civilian. The OIMT team continued the Government transformation with implementation from 2012-2014 through three strategies (Business, Technology and Transparency/Accountability) and Top 10 Enterprise Programs.

- Government Private Cloud

- i. Significant effort and priority was given this past year to the Government Private Cloud Project, one of the key OIMT initiatives supporting the strategy to consolidate and modernize our technology infrastructure. One of the near-term goals of the Government Private Cloud is to take the many disparate servers spread out among the departments and converts them to virtual servers that reside in the state's centralized data center in the Kalanimoku Building. Additionally, during the next fiscal year, the Government Private Cloud Project will implement self-service and provisioning capability, so that departmental customers that want to request and implement a server, will be able to do so without any human intervention, and have the server provisioned immediately. The result of this consolidation and modernization in our data center resources will be reduced spending on infrastructure (buy once, use many times), reduced demand on personnel to establish and maintain the infrastructure, increased reliability and enhanced security. Lastly, as more servers become virtualized, it will reduce the overall risk at our Kalanimoku data center, which is rapidly reaching its limits on power and physical space. Towards achieving these ends, the following specific accomplishments this past year include:
 - ii. Implemented a fully virtualized computing infrastructure in the Kalanimoku data center, which is incrementally reducing the power demands on that data center as each physical server is decommissioned and converted to a virtual server.
 - iii. Established a fully redundant infrastructure at a data center co-location facility on Oahu, providing full backup and disaster recovery capability for the Government Private

- Cloud. This is the first time in Hawaii's history that any kind of disaster recovery capability has been implemented.
- iv. Created over 300 virtualized servers to host Hawaii department applications and partnered with over a dozen departments/agencies in identifying infrastructure requirements and began migrating applications over to the Cloud. According to the Uptime Institute, decommissioning a single physical rack server can annually save \$500 in energy, \$500 in operating system licenses, and \$1,500 in hardware maintenance costs.
 - v. OIMT has begun the process of acquiring a new enterprise class data center on Oahu which will be designed for high availability and disaster survivability. OIMT plans to partner with the private sector to accelerate the acquisition of a Tier 3 data center and hopes to have it ready for occupancy within 48 months. Eventually this data center will be part of a meshed data center network across all islands.
 - vi. Begin migrating critical department workloads over to the virtual environment and alleviate risk of failures
 - vii. Developed Service Management processes and SLA's
 - viii. Developed process for physical-to-virtual (P2V) and virtual-to-virtual (V2V) migrations
 - ix. Developed applications prioritization and Migration Plan
- Network Hardening
 - i. The State of Hawaii's institutional WAN backbone network is a key enabler of the State's IT Transformation Program; successful implementation of projects like ERP and Tax Modernization will depend on a stable, secure, high-speed network. Therefore, OIMT has dedicated substantial effort over the past year to understanding future requirements and identifying weaknesses in the current state that must be addressed in order to reach the future state vision. While the current WAN backbone can meet short-term needs, a modernization program is required to increase coverage, capacity, reliability and security. The State's IT transformation coupled with the need to mitigate security and reliability risks is driving the need to add diversity to the backbone and increase speed (100 x increases in bandwidth over the next 5-7 years).

- ii. Documented the current WAN architecture, defined and documented the future state vision and completed a gap analysis between the current state and future state
 - iii. Defined a Program Plan for future backbone upgrade and improvement projects
 - iv. Defined a Program Plan for future backbone upgrade and improvement projects. Began execution of the plan, which includes:
 - v. Added critical sites to the fiber optic backbone
 - vi. Upgraded data center network infrastructure at Kalanimoku Building
 - vii. Began installing and testing network infrastructure at DR Fortress
 - viii. Assessed strengths and weaknesses of network nodes and began detailed planning for future site upgrades
 - ix. Began supporting the departments in monitoring the network devices within the departmental LANs
 - x. Established a fully operational network/security operations center
 - xi. Defined network services and drafted service levels for a showback/funding mechanism
 - xii. Added diversity to the WAN backbone, including fully diverse routes (across physically separate inter-island cables) on a new “southern loop” connecting Oahu, Maui and the Big Island
- Enterprise Resource Planning (ERP)
 - i. The State is moving forward with implementation of an enterprise-wide ERP system that will replace the large majority of the current “central” systems within the Enterprise Support Services band.
 - ii. The conceptual solutions architecture has established a notional set of current systems that should be replaced by the ERP system.
 - iii. Developed finalized Data Conversion and Data Cleansing Strategy for ERP.
 - Tax Modernization
 - i. Built and staffed internal DoTAX project management office to manage the TSM Program in accordance with best practice project management methodologies.
 - ii. Developed project initiation documentation for the TSM Program and the four projects managed under the TSM Program.

- iii. Engaged DoTAX employees in organizational change management activities including the validation of TSM Program RFP requirements.
- iv. Collaborated with the DoTAX and SPO to release the TSM Program RFP and prepare for the evaluation of proposals.
- v. Began meeting with DoTAX subject matter experts to create "as is" business process maps to document business requirements and guide implementation of a new integrated tax system.
- Health IT
 - i. The Health IT initiatives in OIMT incorporate aspects of technology planning and implementation across agencies including the Department of Health, Department of Human Services, Department of Commerce and Consumer Affairs, Governor's Office of Healthcare Transformation, and others, towards coordination of projects, information systems, and information management in these areas.
 - ii. OIMT Health IT has concluded all work in an official capacity coordinating multi-agency planning and implementation around the Hawaii Health Connector.
 - iii. Successful launch of the Medicaid KOLEA eligibility system and State Data Services Hub on October 1, 2014 (led by DHS)
 - iv. One continuing project of significant importance is coordinating state agencies (via the Hawaii Health IT Committee and other actions) for the planning, building, and advancing the non-profit state-designated Hawaii Health Information Exchange (HHIE).
 - v. Other continuing efforts include coordination of telehealth planning among agencies and stakeholders.
- Information Assurance and Privacy
 - i. The State has a fully integrated Security Operations Center (SOC) and Computer Security Incident Response Center (CSIRC) to:
 - ii. Provide uninterrupted security services while improving security incident response times,
 - iii. Reduce security threats to the State, and
 - iv. Enable quicker, well-coordinated notification to all State Departments regarding security threats or issues.
 - v. The SOC applies ITIL practices and processes including incident, problem, change, configuration management, release management, and security management. Data

mining and digital dashboard capabilities provide instant visibility into the security of the State enterprise. Security incident data mining capability enables the State to analyze and prevent future security incidents. Proactive monitoring of email and data services precludes the release of Personally Identifiable Information (PII) or the loss/leakage of other sensitive data sets which may compromise the State or an individual Department.

- vi. Successfully completed a Cybersecurity proposal through Gartner Consulting (under the authorized SPO Price List Contract) entitled “Assessment of State of Hawaii cyber security readiness against the National Cyber security Framework”.
 - vii. State of Hawaii CyberSecurity Report – The State of Hawaii Cybersecurity Report was completed on August 18, 2014 and was correctly marked Unclassified//For Official Use Only (U//FOUO) due to its sensitive nature with full portion marking of the document (in full compliance with Federal Standards).
 - viii. Conducted a Cyber Hygiene Assessment for the State of Hawaii by the US DHS Cybersecurity Assessment and Technical Services Team (NCATS)
 - ix. Worked with the Federal Government on FirstNet and partnering with the State CIO and with the State Adjutant General in integrating the technical/security elements of public safety with all applicable Hawaii Government, Industry, and Academia members.
- Email, Collaboration and Geospatial
 - i. Efficient communications and information access between the State and citizens is critical to the success of any program or service. Convergence technologies associated with collaboration and messaging play a pivotal role in bringing about a powerful and revolutionary change and render many devices obsolete (e.g., traditional telephone handset, facsimiles). Online convergence services provide integrated services in a single environment including:
 - ii. Entered into an Enterprise License Agreement with Microsoft for the Office 365 Suite of products for up to 12,000 state employees to facilitate the migration from IBM Lotus Notes as e-mail.

- iii. Developed SharePoint sites to provide Intranet Collaboration and Communication
- iv. Office 365 LYNC which is incorporated into Office 365 provides an integrated solution providing voice, video, and Web collaboration services via robust IP solutions.
- v. Entered into an Enterprise License Agreement with ESRI for Geographical information Systems deployment to an unlimited number of users statewide.

2. One Year (FY2015)

- a. Continue to revitalize critical infrastructure (network, data centers, user computing, security).
- b. Deploy VOIP and CAT6 cable upgrades in all DAGS buildings.
- c. Continue migration to Microsoft Office 365 for Department and Agencies.
- d. Execute acquisition/planning for a primary Data Center facility in Mililani Tech park
- e. Establish true Cloud services with self-service, service catalog and departmental chargebacks
- f. Continue to train staff on new technologies.

3. Two Years

- Consolidated Infrastructure
 - a. Fortify and extend core backbone networks
 - b. Upgrade building cabling to support higher bandwidth workloads
 - c. Provide integrated Voice-over-IP and unified communications services
 - d. Enhance interoperability of microwave, wireless and critical communications systems
 - e. Increase centralized capacity for systems, storage, databases and disaster recovery
 - f. Virtualize servers into the State's Government Private Cloud
 - g. Improve facilities that host our operational environments and mesh our data centers across all islands into a cohesive and centrally manageable resource
- Security and Privacy
 - h. Harden the State's network and data assets against cyber-threats

- i. Continuously monitor and improve the State's security and privacy policies and posture
- j. Expand the reach of the State's Security Operations Center (SOC)
 - i. Provide uninterrupted security services while improving security incident response times
 - ii. Reduce security risks to the State
 - iii. Enable quick, well-coordinated notification to all State departments regarding security threats and issues
 - iv. Provide proactive monitoring of email and data services
- Enterprise Shared Services
 - k. Negotiate enterprise software licensing agreements
 - l. Improve broadband critical infrastructure including plans and designs for landing new transpacific fiber optic cables and deploying gigabit services through the state.
 - m. Implement Centers of Excellence in core areas of importance related to the State's managed IT services portfolio including Email, Directory Services, Geographic Information Systems (GIS), Office Productivity, and Middleware
 - n. Construct primary Data Center facility in Millilani Tech park
- 4. Five Years
 - a. The program will continue to refine objectives that were previously identified and follow-up on unfinished objectives and any new initiatives that may have been identified.

IV. Performance Measures

- A. Customer Satisfaction Measure – Implemented software to facilitate customer feedback, such as web site visitor interactive surveys and analysis on selected web sites. The results will be evaluated and significant areas of concern identified by customers will be addressed.
- B. Program Standard Measure – Monitor and evaluate OIMT's Measures of Effectiveness for delivery of service.
- C. Cost Effectiveness Measure – Annual costs will be monitored and any significant variance in expenditures will be evaluated and corrective measures implemented, as needed.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES
January 2015

Program ID/Title: AGS-131
Information Processing & Communication Services (ICSD)

Contact Person/Phone: Sharon Wong (ICSD)/586-1910

I. Goals (ICSD)

To provide efficient, effective, and available information technology (IT) services in the areas of computing, telecommunications, application development, and web-based services for the purpose of assisting State government agencies in fulfilling their current and future business mission and objectives. To support and implement the principles, policies, and technologies within the Business and IT/IRM Transformation Plan developed by the Office of Information Management and Technology (OIMT), to improve the delivery of government services and increase transparency in State government operations.

II. Objectives and Policies (ICSD)

- A. Deliver accurate and available IT Services to enable state agencies to meet their business objectives
- B. Expand IT service offerings to meet increased state agencies demand for computing, storage, and network connectivity
- C. Secure and protect the IT assets and resources residing in the state's Data Center and the state's electronic data transmitted through the state's data networks

III. Action Plan with Timetable (ICSD)

- A. Objectives and Policies #1 - Deliver Accurate and Available IT Services to Allow State Agencies to Meet their Business Objectives
 - 1. Past Year Accomplishments
 - a. Generated 86,354 W-2 Wage and Tax Statement forms for calendar year 2013 for employees of the State Branches of government consisting of Executive Branch Departments, the Department of Education, Hawaii State Public Library System, Office of Hawaiian Affairs, Hawaii Health Systems Corporation, the Judiciary Branch, the Legislative Branch, and the University of Hawaii.

- b. Implemented bargaining unit contract pay increases and retro-active payments for the Executive Branch, Judiciary, Hawaii Health Systems Corporation, and the Department of Education employees.
- c. Processed 9,808 Hawaii Government Employee Association (HGEA) and United Public Workers' (UPW) employee retro-active medical refunds. Generated 514 medical refunds for HGEA members who terminated their employment with the State but were due a refund. These refunds were needed because prior to the contract being settled, employees were being assessed at a higher rate. Medical refunds are being worked on for terminated UPW employees.
- d. Provided the following computer programming services to the Accounting Division of the Department of Accounting and General Services:
 - Implemented federal operating account code changes which allow the State to lapse federal funds over multiple years.
 - Converted the employer's and Department of Taxation's copy of employee W-2s from microfiche to portable document format (PDF).
 - Converted the University of Hawaii Federal Credit Union (UH FCU) hard copy Payroll Assignment Registers to PDF thereby reducing the amount of paper used.
- e. Provided the following computer programming services to the Campaign Spending Commission:
 - Candidate Committee Filing System (CFS)
Implemented system modifications for the addition of new "Authorized" fields for "Schedule B-Expenditures" and "Schedule E-Unpaid Expenditures". This new field will enable the Campaign Spending commission (CSC) to better ensure compliance of spending rules by Candidate Committees, as well as, increased transparency.
 - Candidate Committee Filing System (CFS) and Non-candidate Committee Filing System (NCFS)
Completed multiple processes to extract and export CFS and NCFS contribution and expenditure data to the Campaign Spending Commission's Socrata site. As a part of the Open Data Initiative, the data was made available for the public to view and download. Also, the project team created layouts which were used in visualization applications created by Socrata. The application, accessible by the public, uses the extracted data and layouts to

create visual representations of data in the form of pie charts and graphs.

- f. Provided the following computer programming services for the Unemployment Insurance Division of the Department of Labor and Industrial Affairs:
- Implemented the Unemployment Insurance State Information Data Exchange System (SIDES) and E-response systems. These systems consist of sending requests for claimant separation information to participating employers via a broker through an automated system instead of sending requests on paper via mail.
 - Implemented the Electronic Low Earnings Report Management (ELERM) System. The ELERM is an internet filing system providing information on employers with missing and/or delinquent low earnings reports. The file will be used to create form letters to affected employers.
 - Implemented the 15 percent penalty program which assesses penalties to claimants who fraudulently collected benefits.
 - The first phase of a new procedure using electronic transactions provided by the National Council on Compensation Insurance (NCCI) was implemented. This replaces the manual process of inputting the Workers' Compensation Notice of Insurance records. The NCCI transaction file is digitally pre-edited and processed to update the DCIS computer system files.
- g. Provided the following computer programming services for the Budget Planning Program Management Division of the Department of Budget and Finance:
- Implemented enhancements to the electronic Budget (eBUDDI) web-based and mainframe applications to reduce paper consumption by providing the option to generate budget reports in PDF (portable document format) on the FTP (File Transfer Protocol) server. This in turn has allowed for quicker turn-around for statewide budget balancing.
 - Implemented enhancement to the Division's electronic Capitol Improvement Program's (eCIP) web-based application to produce

an Over Expended Report. This report identifies projects where expenditures exceed appropriations.

- Implemented changes to support Act 134, SLH 2013, which allows authorized federal fund appropriations to not lapse at the end of the fiscal year for which the appropriation is made.
- h. Provided the following computer programming services for the Financial Administration Division of the Department of Budget and Finance:
- Generated 1099-INT and 1099-MISC forms for calendar year 2013 for the Financial Administration Division's Unclaimed Properties and Administrative Research offices.
 - Assisted the Financial Administration Division with processing 2-1/2 years of catchup with the Cash Management Information System which requires that the State minimize the time between the drawdown of funds from the Federal Government and their disbursement for program purposes. The Cash Management Improvement Act of 1990 imposes a requirement to pay interest where transfers are not made in a timely fashion.
- i. Provided the following computer programming services for the Professional and Vocational Licensing Division of the Department of Commerce and Consumer Affairs:
- Implemented enhancements to accept and process insurance transactions submitted through a web-based application developed by the State's internet portal vendor. This provides another option to accept transactions, frees staff from initial data entry, and speeds up processing these transactions.
 - Implemented a new scheme to generate file folder labels for select new licensees and address labels for mailing wall certificates rather than generating both labels for all new licensees. File folder labels became obsolete for most new licensees since digitizing licensee documents.
- j. Created 250 virtualized servers to host Hawaii department applications. Partnered with over a dozen departments/agencies in identifying infrastructure requirements and began migrating applications over to the Cloud. According to the Uptime Institute,

decommissioning a single physical rack server can annually save \$500 in energy, \$500 in operating system licenses, and \$1500 in hardware maintenance costs.

- k. Completed the consolidation of Lotus email license renewals across State departments for fiscal year 2015 while providing the option for these State departments to migrate to cloud-based email.
- l. Completed the migration of OIMT, ICSD, Governor's Office, Lt. Governor's office and the Office of Elections to cloud email.

2. One Year

- a. Implement a Change Management System (N20) that will control migrations of computer programs into a production environment, verify and ensure proper changes and approval testing, assist in archiving and recovery of programs, and maintain complete audit trails and compliance.
- b. Participate in the Unemployment Insurance Benefits web modernization and launch of mobile applications for the claimant framework and task list, claimants' initial and reactivation claims and filing of weekly claim certificates.
- c. Create a task force to identify areas that can reduce paper consumption, investigate alternatives to paper such as PDF (portable document format) reports, and pilot viable alternatives. Despite the delay from last year in creating the group, progress has been made in this area. Department of Taxation's employee W-2s were converted from microfiche to PDF and UH FCU hard copy Payroll Assignment Registers are now available in PDF (see III.A.1.d). In addition, eBuddi has the option to generate budget reports in PDF (see III.A.1.g).
- d. Improve the Secure File Transfer Facility to improve reliability, security and efficiency through the upgrade of both hardware and software and taking advantage of improvements in networking technology.

3. Two Years

- a. Install and implement N20 in the test region for the Unemployment Tax and Quarterly Wage systems. The next phase will include the Unemployment Insurance Benefits and Disability Compensation

systems. All systems will follow a test and acceptance plan to promote a move to production.

- b. For the Unemployment Insurance Benefits web modernization and Mobile Applications project, review and implement the modernization framework, initial entry screen and task lists.
- c. Reduce paper consumption by implementing best of breed technology identified by pilot projects.

4. Five Years

- a. Finalize N20 system and operational documentation and monitor N20 and review audit reports in the production and test environments.
- b. For the Unemployment Insurance Benefits web modernization and Mobile Applications project, review and implement initial claims and claim certification. Implement the Unemployment Insurance Benefits modernized website.
- c. The program will continue to refine objectives that were previously identified and follow-up on unfinished objectives and any new initiatives that may have been identified.

B. Expand IT Service Offerings to Meet Increased State Agencies Demand on Computing, Storage, and Network Connectivity

1. Past Year Accomplishments

- a. ICSD is assisting with the execution of OIMT's Business Transformation and Information Technology Strategic Plan, providing resources for planning, procuring, implementing, and maintaining OIMT-defined projects.
- b. The Data Center's core network infrastructure (for the Government Private Cloud) has been completed and now supports connectivity speeds of 1, 10 and 40 Gbps (Gigabits per second).
- c. The 10 Gbps backbone upgrade to all buildings in the downtown Civic Center has been completed.
- d. The State's communication network is more reliable due to establishing back-up circuits on Oahu (West Oahu, Windward and

East Oahu) and establishing redundant circuits in Hilo, Kona, Maui, and Kauai.

- e. High availability colocation data and telecom centers have been procured to provide dedicated sites for greater network reliability.
- f. A WiFi pilot project has been completed in offices of interested State Directors and some common conferences and meeting rooms, such as at the Kalanimoku Building and State Office Tower.
- g. ICSD is continuing efforts to procure the hardware and software for the Government Private Cloud (GPC) core infrastructure at the State's Data Center, the interim Disaster Recovery site and at telecom centers. This past year, hardware and software network infrastructure was procured for the existing data center and the colocation facility.
- h. Procurement of the replacement of leased mainframes continues. Significant issues dealing with RFP discussions were resolved and the RFP was released.
- i. The upgrade of automation appliances for the State's Domain Name Service (DNS) has been completed.

2. One Year

- a. Continue work with the CIO and OIMT on expanding IT service offerings that are in line with the New Day Initiatives and/or the Business Transformation and Information Technology Strategic Plan.
- b. Maintain and upgrade the data center core infrastructure in the State's Data Center for the Government Private Cloud (GPC) as necessary to maintain product support.
- c. Continue the build of the GPC infrastructure to allow automated self-service server cloud provisioning instead of relying on manual and human-based provisioning of servers.
- d. Continue the deployment of network backup circuits and implement network topology changes to support greater network reliability.
- e. Complete implementation of telecom and data centers resulting in secure and improved computer and network infrastructure.
- f. Continue implementation of WiFi access in State Buildings.

program which provides information on the current threats to the State's data and network services; developed a Cyber Incident Response Plan which provides departments with detailed incidents reports for remediation; and established a SOC Partnership Program with State departments to increase visibility.

- c. Continued to ensure that systems and equipment maintenance continue. Replace or upgrade systems and equipment that reach end-of-life or are no longer supported by manufacturer.
- d. Completed the upgrade of mainframe software for the Child Support Enforcement Agency of the Department of the Attorney General.

2. One Year

- a. Work with the CIO and OIMT on planning and implementing security programs relating to the New Day initiatives and/or Business Transformation and Information Technology Strategic Plan.
- b. Deploy new firewalls and IPSs at new colocation facilities.
- c. Continue to develop and expand the SOC into a mature program.
- d. Continue to ensure that systems and equipment maintenance continue. Replace or upgrade systems and equipment that reach end-of-life or are no longer supported by the manufacturer.
- e. Continue working on the upgrade of mainframe software to address the Department of Education and the systems supporting government wide operations such as payroll and FAMIS.

3. Two Years

- a. Continue to work with the CIO and OIMT on planning and implementing security programs relating to the New Day initiatives and/or Business Transformation and Information Technology Strategic Plan.
- b. Maintain and upgrade firewalls as necessary to maintain product support.
- c. Continue to develop the SOC into a mature program.

- d. Continue to ensure that systems and equipment maintenance continue. Replace or upgrade systems and equipment that reach end-of-life or are no longer supported by the manufacturer.

4. Five Years

- a. The program will continue to refine objectives that were previously identified and follow-up on unfinished objectives and any new initiatives that may have been identified.

IV. Performance Measures (ICSD)

- A. Customer Satisfaction Measure – If there are suggestions and/or complaints, an annual written survey for departments/agencies affected by the division will be developed and distributed. The results will be evaluated and significant areas of concern identified by users will be addressed.
- B. Program Standard Measure – Monitor and evaluate the division's Measures of Effectiveness for delivery of service.
- C. Cost Effectiveness Measure – Annual costs will be monitored and any significant variance in expenditures will be evaluated and corrective measures implemented, as needed.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES, AND POLICIES

January 2015

Program ID/Title: AGS-203/State Risk Management and Insurance Administration

Contact person/phone: Tracy Kitaoka/586-0550

I. Goal

The program will endeavor to protect the State against catastrophic losses and to minimize the total cost of risk.

II. Objectives and Policies

- A. Identify and analyze the State's loss exposures to determine risks that should be self-insured versus commercially insured and purchase applicable Statewide property, liability, and crime insurance policies at cost effective terms.
- B. Coordinate loss control and cost containment activities to minimize accidental and fortuitous losses.
- C. Settle informal tort claims (up to \$10,000), adjust automobile claims (up to \$15,000) and property losses fairly and promptly.
- D. Manage the Risk Management revolving fund to assure the availability of funds for the purchase of insurance policies, payment of self-insured and insured losses, and other administrative costs of the risk management program.
- E. Operate and maintain a risk management information system with current information to identify and analyze loss exposures to determine frequency and severity of losses, to forecast losses, and to determine the most economical method of financing losses.

III. Action Plan with Timetable

- A. Identify and analyze the State's loss exposures to determine risks that should be self-insured versus commercially insured and purchase applicable Statewide property, liability, and crime insurance policies at cost effective terms.

Past Year Accomplishments

1. Purchased property insurance policy with named windstorm and flood limits of \$200 million per occurrence a reduction from \$225 million. Earthquake coverage limits were reduced from \$225 million to \$100 million. Also, the state shared 25% of the coverage limits from \$1 million to \$5 million. The premium was \$11.6 million, a decrease of \$200,000 from FY 13. The property all other peril (AOP) deductible remained at \$1 million per occurrence. The deductible for the catastrophic losses (hurricane, earthquake, and flood, including tsunami) remained at 3% of the value of the building and contents. The excess liability policy was purchased with the same limits of \$15 million per occurrence. The premiums increased from \$1.3 million to \$1.38 million. The self-insured retention remained at \$4 million per occurrence. This coverage includes liability arising from the State owned dams and the State's responsibility, such as inspections, for non-owned dams. The crime insurance policy was purchased with the same limits as last year, \$10 million per occurrence, with no changes in premium at \$115,802.
2. The property data survey to identify all State buildings and determine replacement cost value for the purpose of insurance coverage with ongoing updates (property additions or deletions) and the Cost Allocation. This is a critical component in the marketing of the State's property insurance program and determining the Cost Allocation for all state departments.
3. Issued 576 Statements of Self-Insurance for various agencies which facilitated the use of non-State owned facilities or equipment, an increase from last year of 26, from FY 13.

One Year

1. Maintain or improve prior year's insurance coverage with increased limits and more advantageous terms and conditions if it is cost beneficial and within budget constraints.
2. Evaluate the performance of the statewide insurance broker and determine whether to extend an additional 12 months period on the current Request for Proposal (RFP) or issue a new RFP.
3. Continue property data surveys for the valuation of the State's physical assets, such as buildings and contents.
4. Review and update the standard minimum insurance limits for general liability and automobile insurance for State contracts.

Two Years

Continue the One Year goals and objectives.

Five Years

Continue the One Year goals and objectives.

- B. Coordinate loss control and cost containment activities to minimize accidental and fortuitous losses.

Past Year Accomplishments

1. Conducted three (3) training session:
 - a) Two (2) in conjunction with the State's insurance broker and the State Procurement Office for insurance requirements within contracts, SPO 150.
 - b) One (1) for the Research Corporation of the University of Hawaii.
2. Continue to run quarterly reports, implemented in FY 08, that assist the departments in managing their risks by making them aware of the losses and trends of concern. These reports made available to all State departments (on website) and provide an overview of how the departments are performing and provide loss control suggestions. The two reports issued quarterly are:
 - a) Summary of the department's claim and loss transactions for the quarter and year-to-date in comparison with the prior fiscal year. This report is sent to the Department head along with a cover memo outlining any significant trends.
 - b) Report on the details of the claims received, pending and closed during the quarter, along with a copy of the summary is sent to the departmental risk management coordinators.

One Year

1. Conduct loss prevention surveys when requested of State facilities such as airports, schools, convention center, hospitals and other public facilities.
2. Maintain preventable loss deductible program and evaluate the feasibility of the program.

3. Continue training sessions for SPO and departmental risk management coordinators covering the following subject areas: insurance requirements for contracts, loss control, and claims processing. Consider placing all training information on the Risk Management web site or utilizing webinars.
4. Update the Risk Management web site.

Two Years

Continue the One Year goals and objectives.

Five Years

Continue the One Year goals and objectives.

- C. Settle informal tort claims (up to \$10,000); adjust automobile claims (up to \$15,000) and property losses fairly and promptly.

Past Year Accomplishment

1. The program received 542 tort claims in FY 14, an increase from FY 13 (518), and received 146 pothole claims (included in the tort total), a decrease from FY 13 (160).
2. The program received 318 claims from auto accidents in FY 14, a decrease from FY 13 (385). There were 388 claims resolved in FY 14, an increase from FY 13 (350).
3. The program received 67 property claims in FY 14, a decrease from FY 13 (73).
4. The Program processes claim payments through automated interfaces between the Program's claims management system, Financial Management System (FMS), and Financial and Management Information System (FAMIS). This process requires only one fourth of the time previously needed in the manual process.

One Year

1. Update the Risk Management Manual that had been published in 1992 and/or place information on the Risk Management web site.

2. Continue to process all claims minimizing the cost of processing claims without compromising quality and productivity.
3. Review and update the program's procedures.
4. Workshops to train departmental risk management coordinators in the procedures for handling claims to ensure claims are investigated and processed properly will continue to be conducted during FY 14 with the assistance of the insurance broker. Annual informal training will continue as changes occur or new coordinators are added. In addition, information will be placed on the web. Consider webinar training.

Two Years

Continue Year One goals and objectives.

Five Years

Continue One and Two Years goals and objectives.

- D. Manage a revolving fund to assure the availability of funds for the purchase of insurance policies, payment of self-insured and insured losses, and administrative costs to the risk management program.

Past Year Accomplishment

1. The Program funded the purchase of the State wide insurance policies (which covers the large and catastrophic losses), the payment of claims made against or for the State, and covered administrative costs.
2. Agencies were billed for their share of the Program's costs based on the cost allocation process.

One Year

1. Continue the items in the Past Year Accomplishments.
2. Reevaluate the methodology of the cost allocation process.
3. Reevaluate the amount to be assessed in the risk management cost allocation for the next fiscal biennium.

Two Years

Continue One Year goals.

Five Years

Continue One and Two Years goals

- E. Operate and maintain a risk management information system with current information to identify and analyze loss exposures to determine frequency and severity of losses, to forecast losses, and determine the most economical method of financing losses.

Past Year Accomplishment

1. Met with Systems and Procedures Office and started the upgrading of the database system to be web based. Changed the automobile pdf claim form to a fillable form (on line).

One Year

1. Review Systems and Procedures Office's work to make all claim forms fillable and web based.

Two Years

Continue One Year goals.

Five Years

Continue One Year goals.

IV. Performance Measures

- A. Customer Satisfaction measure - The program receives feedback from the training evaluations, quarterly claims activity reports to improve performance. The training evaluations consistently are rated as excellent. The sessions involving the insurance requirements for contracts have assisted agencies in identifying the types of insurance required for their contracts and provided tools to determine if the vendor has met the contract requirements. The quarterly claims activity reports have provided additional information to the agencies regarding their claim and loss transactions and updates on insurance and loss control topics.

- B. Program Standard measure – Monitor the Measures of Effectiveness for timely resolution of claims and payments, as well as the timely purchase of the State’s property, excess liability, and crime insurance.

- C. Cost Effectiveness measure - Establish acceptable deductibles or self-insured retentions for the property, excess liability, and crime insurance. In addition, consider revising and adding additional deductibles for claims based upon frequency or cause, such as preventable automobile accidents. Investigate ways to contain and/or minimize the frequency and severity of losses that have greatest impact on total cost of risk.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-211/Land Survey

Contact Person/Phone: Reid K. Siarot/586-0390

I. Goal

The Land Survey Division performs field and office land survey work statewide for various government agencies; provides mathematical and field check as mandated in the statutes for the Land Court and File Plan systems; provides map and field check as mandated in the administrative rules for shoreline certification; and serves as an official depository of all government survey and other survey information.

II. Objective and Policies

- A. #1 - Continue to provide survey services to government agencies, provide services to the general public and protect the interest of the State of Hawaii in land matters.
- B. #2 - Provide training for employees to enable them to perform the functions of the Program effectively.
- C. #3 – Continue to maintain the shoreline certification web page regularly.
- D. #4 – Digitize 100% of the State’s official maps and related documents and make the electronic copies accessible on the Program’s website.

III. Action Plan with Timetable

Past Year Accomplishment

Despite limited staff, the Division was able to maintain a high completion rate of requests for survey maps and descriptions, shoreline certifications, Land Court and File Plan review and quiet title reports.

- A. Objective/Policy #1 – Continue to provide survey services to government agencies, provide services to the general public and protect the interest of the State of Hawaii in land matters.
 - 1. Required Action

Continue to provide survey services to government agencies and services at a high rate of completion and evaluate and monitor the Program's effectiveness.
 - 2. Implementation Timetable
 - a. One year – Maintain a high completion rate of mandated functions i.e. shoreline certification, Land Court and File Plan map reviews and quiet title actions and evaluate the Program's effectiveness.
 - b. Two to Five years – Continually assess the workload and evaluate the Program's effectiveness to develop procedures in carrying out the Program's functions more effectively. Provide training where needed.

- B. Objective/Policy #2 – Provide training for employees to enable them to perform the functions of the Program effectively.
 - 1. Required Action

Provide in-house training and offer external training for employees. Recommend and encourage employees to attend appropriate training for their position.
 - 2. Implementation Timetable
 - a. One year – Provide in-house training, recommend and encourage employees to attend appropriate classes offered by the Department of Human Resources Development (DHRD) as well as appropriate external training.
 - b. Two to Five years – Recommend and encourage employees to attend appropriate training for their position.

C. Objective/Policy #3 – Continue to maintain the shoreline certification web page.

1. Required Action

Continue to maintain the shoreline certification web page regularly. Scan new shoreline maps and photos received from DLNR and make them available online for public review. Regularly update maps and photos, inspection schedule, application and certification notifications, and important shoreline links.

2. Implementation Timetable

- a. One year – Continue to maintain current shoreline maps and photos, inspection schedule, application and certification notifications, and important shoreline links on the Program’s website.
- b. Two to Five years – Continue to maintain shoreline certification web page and explore ways to improve access to shoreline data and streamline the shoreline certification process.

D. Objective/Policy #4 – Digitize 100% of the State’s official maps and related documents and make the electronic copies accessible on the Program’s website.

1. Required Action

Scan the Program’s official maps and related documents and make the files available online.

2. Implementation Timetable

- a. One year – Inventory, assess, and prioritize the State’s official maps. Continue to scan maps and related documents according to priority and add them to the Program’s website as they are completed.

- b. Two to Five years – Continue to scan maps and related documents according to priority and make the files accessible on the Program’s website as they are completed. Explore and take advantage of opportunities and partnerships to help scan survey maps and related documents.

IV. Performance Measures

- A. Customer Satisfaction measure – The Land Survey Division program’s effectiveness is measured by its completion rate and duration of its major functions. An evaluation of the program by Survey’s customers will be conducted annually and areas of concerns will be addressed.
- B. Program Standard measure – In-house status reports measure the output of the various survey functions. Standards comparable to the private sector will be developed to monitor the program’s effectiveness and to address areas of deficiencies.
- C. Cost Effectiveness measure – Annual cost of operation compared to output will be assessed to determine cost effectiveness and comparison will be made with the private sector’s costs. However, mandated functions that cannot be privatized and have no alternative measures will be given serious consideration to assess fees to offset actual costs to government.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS 221 / Public Works – Planning, Design, and Construction

Contact Person/Phone James K. Kurata / 586-0526

I. Goal

Improve the quality of construction and renovation of facilities.

II. Objectives and Policies

A. #1 – Acquire quality design for construction and renovation of facilities.

1. Continue to update requirements for design consultants contained in the Design Consultant Criteria Manual (DCCM). Implement new requirements mandated by law, codes, regulations, and ordinances, etc.
2. Continue to educate users, consultants, suppliers, contractors, and others on DAGS standards, project specifications, budgetary constraints, policies and procedures to promote clear understanding of requirements and realistic expectations for projects. Meet with professional architectural/engineering and construction industry organizations on a regular basis to obtain technical and administrative feedback.
3. Expand use of database software (such as Constructware and Google Documents) for a document storage and retrieval system that will facilitate coordination and tracking of DAGS-PWD/user agency design phase work tasks such as design submittal reviews.

B. #2 – Improve construction performance criteria

1. Continue to investigate alternative procurement methods for construction awards with consideration given to bidders' experience and qualifications, past performance, capacity to do the work, and other criteria rather than base awards primarily on low bid.
2. Closely monitor and advise consultants of desired outcomes for satisfactory or better performance.

C. #3 – Incorporate the LEED (Leadership in Energy and Environmental Design), building commissioning process, and as required by Act 155, SLH 2009 (hereinafter “Act 155”) conduct retro-commissioning for buildings over 5,000

square feet in size or using more than 8,000 kilowatts per year. Continue to perform energy efficiency/conservation projects for DAGS buildings and for other User Agency facilities as requested and as funding permits.

III. Action Plan with Timetable

A. Objectives/Policy #1 – Acquire high quality design for construction and renovation of facilities.

1. Past Year Accomplishments

- a. Objective #1.1 – Revised Technical Guide to comply with HRS Chapter 201-Night Sky Protection Strategy.
- b. Objective #1.2 – Continue meetings and discussions with the General Contractors Association (GCA), the Building Industry Association (BIA), the Associated Builders and Contractors, Inc. (ABC), the Subcontractors Association of Hawaii (SAH), the American Council of Engineering Companies of Hawaii (ACECH), and other government agencies to share information and update parties on policies and procedures regarding design and construction matters.
- c. Objective #1.3 – Bid out and procured services to build the online plan retrieval system.
- d. Public Works personnel continue to participate in online workshops on State Procurement procedures to be in compliance with State Procurement Office requirements and departmental requirements. Public Works staff were scheduled to attend the HiePRO training in order to conduct procurement electronically.
- e. Continued use of interim project collaboration solution. Implemented WebCM for new PWD projects for Maui District.
- f. Continued training key PWD personnel on Emergency Response Plans and Debris Management to ensure PWD will be able to support State Civil Defense following a natural or man-made catastrophic disaster.

2. One year – Bi-annual update of DCCM to improve project delivery timeliness, quality, cost and efficiency on design and construction performance. Continue to update the PWD internet website to provide user-friendly access to forms, instructions and information for clients and contractors. Continue to train staff on sustainable design (e.g., LEED) and commissioning/retro-commissioning processes. Continue staff,

consultant, and client training in utilizing the project collaboration platform. Roll out web interface for submission of professional services qualification information and materials.

As budget permits, replace outmoded equipment and software.

3. Two years – Continue to improve website information tailored to the needs of the design and construction communities. Continue to refine DCCM. Continue staff training to improve skills and service. Utilize the project collaboration platform for all projects initiated by DAGS Public Works Division. Subject to funding, develop and implement a Public Works Construction and Facility Management Plan in conjunction with the Central Services Division.
4. Five years – Upgrade the computerized automated project database and recordkeeping systems. Continue to evolve the website according to industry standards.

B. Objectives/Policy #2 – Improve construction performance criteria

1. Past Year Accomplishments

- (a) Objective #2.1 – Continued to explore other construction procurement methods as alternatives to the low bid method. Created a vendor list of Energy Savings Companies (ESCOs) to do Energy Saving Performance Contracts (ESPCs). Commenced a \$26.5 million ESPC contract for Department of Public Safety, Halawa Correctional Facility and the Oahu Community Correctional Center. Statewide ESPC encompassing additional Oahu state office buildings and neighbor island State office buildings is ongoing with an estimated contract amount of \$22.0 million.
- (b) Objective #2.2 – Change evaluation of consultant performance from once at the end of the project to twice. Consultant will be evaluated at the end of the design/bid phase and at the end of the construction phase.
- (c) Objective #2.3 – Continued staff training in various construction methods/topics such as basic ventilation, air conditioning, collaborative project management, first aid, and safety when funds are available or as needs arise.
- (d) Objective #2.4 – Completed computer upgrades for the Public Works Division staff.

2. One year – Continue to evaluate alternative procurement methods to low bid awards. Evaluate feasibility of the State Procurement Office (SPO) procurement system for construction projects.
 3. Two years – Determine appropriate alternative procurement methods for various situations. Provide customer service training for staff. Obtain outside trainers for in-house staff training if necessary.
 4. Five years – Increase utilization of online collaboration construction management platform to expedite the decision-making process and overall project delivery process from bidding out projects, initiating projects in the planning stage, implementing the design process, improving construction management, and ensuring quality control.
- C. Objective/Policy #3 – Incorporate the LEED (Leadership in Energy and Environmental Design), building commissioning process, and as required by Act 155, conduct retro-commissioning for buildings over 5,000 square feet in size or using more than 8,000 kilowatts per year, and expand the use of energy savings performance contracting. Continue to do energy efficiency/conservation projects for DAGS buildings and for other user agency facilities as funding permits.
1. Past Year Accomplishments:
 - a. Bid out three (3) projects with a goal of achieving a LEED Silver certification. The three (3) projects are Kamamalu Building, Renovation; Waimano Ridge, Improvements to Buildings and Site; and the New Nanakuli Public Library. In addition, we bid out one photovoltaic system project: Keelikolani Building, Install Photovoltaic System and Replace Upper Roof.
 - b. The following LEED energy efficiency/conservation projects completed construction in fiscal year 2014:
 - Completed the construction of the new Aiea Public Library which achieved LEED Gold certification.
 - Completed the construction of the DAGS Hawaii District, Kona Base Yard which achieved LEED Gold certification.
 - Completed the construction of the Liliuokalani Building, Install Photovoltaic System and Reroof
 - Completed the construction of DAGS Automotive Division, Makai Garage (Lot A) – Install Photovoltaic System.

- Construction of the DAGS Automotive Division, Vineyard Garage (Lot V), Install Photovoltaic System was nearly completed in FY 2014 and has since been completed with a project acceptance in September 2014.
- c. Completed construction on the Public Safety Department's Oahu Facilities, Energy Savings Performance Contracting (ESPC) project involving two (2) correctional facilities: Halawa Correctional Facility and the Oahu Community Correctional Center. Continued construction of DAGS Facilities, ESPC for other Oahu facilities and neighbor island State facilities during FY 2014.
- d. The following LEED and energy efficiency/conservation related project are currently under construction:
- DAGS Hawaii District, Hilo Base Yard which is striving to achieve a LEED Silver or possible Gold certification
- e. Completed construction for the following energy efficiency related projects during FY2014:
- Installed PV system at Hale Kia Aina.
2. One year:
- a. Continue to refine LEED, building commissioning, and retro-commissioning processes during the design and construction phases of selected projects. Install photovoltaic systems on various State buildings as opportunities arise.
- b. Review/evaluate/assess "lessons learned/results" for selected pilot projects that incorporated LEED, building commissioning, during the design and construction phases to determine benefits and costs.
- c. Continue working on the Statewide ESPC program that includes other Oahu State facilities and neighbor island State facilities.
- d. Issue a Request for Proposal (RFP) for district cooling in the capital district by the first quarter of 2015. DAGS completed a project which determined the costs to run the HVAC (heating, ventilation, and air conditioning) in the capital district buildings. The issuance of the RFP will determine if there are cheaper alternatives to conventional HVAC.

3. Two years – Continue to plan, design and construct energy and cost efficient buildings. Refine design requirements, methodology, incorporate new technology and material. Subject to funding, implement the recommendations of the retro-commissioning investigations conducted for the public libraries. Develop and implement an Energy Conservation Implementation Plan in conjunction with the Central Services Division. The DAGS Public Buildings, Statewide, Energy Conservation Planning project was started for this purpose.
4. Five years – Develop and implement revised Policies and Procedures and/or changes to the DCCM on the use of LEED/energy initiatives, and building commissioning and retro-commissioning processes as appropriate during the design and construction phases for other projects. Retro-commission public buildings every five (5) years as required by Act 155, subject to funding being made available.

IV. Performance Measures

A. Customer Satisfaction Measure

Acquire high quality construction and renovation of facilities.

1. Review, evaluate and measure user and staff ratings of consultants and contractors for all projects through customer satisfaction surveys and polling.
2. Obtain, analyze and record evaluations from user agencies on the performance of consultants, contractors and project results.
3. Follow-up with consultants and contractors with less than satisfactory ratings and results.

B. Program Standard Measure

Acquire good quality construction and renovation of facilities.

1. Obtain feedback from users on the quality of workmanship.
2. Obtain feedback from users on the amount of maintenance required post-construction/renovation compared with maintenance prior to construction.
3. Continue to measure and evaluate the number and types of change orders.
4. Measure and evaluate the project schedules.

C. Cost Effectiveness Measure

Acquire high quality construction and renovation of facilities.

1. Continue to evaluate changes in the amount and types of change orders during construction.
2. Measure and evaluate the number of projects that are completed on schedule and within budget.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-223/Office Leasing
Contact person/phone: Ivan Nishiki/586-0505

I. Goal

Improve the office leasing services provided to user departments.

II. Objectives and Policies

- A. #1 - Reduce the average number of days to complete lease requests to ninety (90) working days.
- B. #2 - Improve various areas of the Leasing Branch's operations.

III. Action Plan with Timetable

- A. Objective/Policy #1 - Reduce the average number of days to complete lease requests to ninety (90) working days.

1. Past Year's Accomplishments:

- a. Review of Office Space Requests – the Leasing Services Branch worked with the Public Works Division (PWD), Planning Branch to change the work flow processing of departments' requests for leased office space. The initial review of the departments' space request to determine the amount of office space authorized to be leased, is being performed by Planning Branch. The purpose of this procedure is to centralize PWD's office space inventory statewide, for both lease space as well as State office buildings. This will help to expedite Leasing Branch's lease review process.
- b. New Computer Equipment – We obtained approval for new computer purchases, and upgraded our operating systems to Windows 7 and our Microsoft Word and Excel software to the 2010 version. This past year, we all took appropriate classes through DHRD to familiarize ourselves with the new operating system and current software.

- c. Hawaii Compliance Express (HCE) – In working with our Deputy AG, DAGS Fiscal office and Pre-Audit Branch, we considered using State Accounting Form C-30 when lease payments are made to a party other than the landlord. However, after further research, our branch developed a policy and guidelines to determine when HCE and IRS Form W-9 should be collected for various types of payees.
- d. Educational and Networking Opportunities – our Leasing Specialists attended an annual presentation organized by various real estate organizations on forecasting the commercial real estate market and the office leasing market. The presentations touched upon the local economy, and provided training and opportunities for networking with industry professionals. These relationships will be beneficial in our negotiations with landlords and their broker representatives.
- e. Support for Leasing Specialist – due to the backlog of office lease requests which resulted from the high number of lease expirations and the complexity of many requests, our branch secretary was assigned to help prepare draft lease documents for the Leasing Specialists to help reduce their workload.

2. Required Actions

- a. Pursue additional training for staff in Microsoft Word and Excel 2013. This will increase our familiarity with the new computer software and Windows 7 operating system.
- b. Pursue the restoration of the Leasing Specialist position. The position was abolished due to the 2009 reduction in force (RIF) action, which resulted in the termination of the incumbent and created a backlog of lease renewals.
- c. Have Americans with Disabilities Act (ADA) site surveys completed for a majority of commercial properties which are, or can be considered for lease. Also, update/improve the ADA site survey checklist to make it more user friendly.
- d. Initiate any improvements to our branch policies and procedures that are consistent with the policies of DAGS Fiscal Office and Pre-Audit Branch, and seek improvements or develop new documents which can help expedite the leasing process.
- e. Coordinate with the PWD, Planning Branch to pursue lease consolidations into the Princess Victoria Kamamalu and Lihue

Courthouse state office buildings to create operational efficiencies for user agencies and to reduce DAGS' leasing costs.

3. Implementation Timetable

- a. One Year – Pursue any needed revisions/updates to our branch policies and procedures, and seek improvements or develop new documents to streamline the leasing process.

Enroll staff in additional computer software training through the State Department of Human Resources Development (DHRD).

Pursue approval for the restoration of the Leasing Specialist position in the FB 2015-17 budget.

- b. Two Years – Complete any necessary revisions to the minimum ADA guidelines for leasing office space, and distribute the same to all branches of State government for implementation. Update the ADA site assessment checklist to make it easier for department ADA coordinators to use.

Pursue office consolidations into the Princess Victoria Kamamalu Building and the Lihue Courthouse in accordance with state office building assignments.

- c. Five Years (or less)

Using the ADA site surveys, develop a state wide list of commercial office properties which meet the State's minimum ADA requirements.

Upon their renewal, structure the terms of appropriate office leases for eventual consolidation into the future Liliha Civic Center state office building.

Plan for branch retirements, and prepare for promotional opportunities subject to the restoration of the Leasing Specialist position.

B. Objective/Policy #2 - Improve on various areas of the Leasing Branch's operations.

1. Past Year's Accomplishments

- a. Data Base System – continued the preparation and updating of branch

policies and procedures, and the Leasing Information form PWD 500 to assist the DAGS, Systems and Procedures Office (S&PO) in developing a web based program to replace our branch's Access data base system.

- b. Revision of Office Space Standards, Forms & Instructions – through collaboration with the PWD, Planning Branch, we finalized the division's Office Space Standards, Instructions, and Space Need Computation worksheets (Form 501) for all departments to use when requesting office space. We also worked together to come up with a draft of a standardized office space request memo for all departments to use, a boilerplate response memo from DAGS to the requesting department, and revisions to the PWD's policies and procedures to document the procedural changes for reviewing office space requests.
- c. Public Works/Leasing Services Branch Website – we updated the Leasing Branch website by modifying the Public Works webpage. This will assist user departments who require leasing services to access the revised Office Space Standards, instructions and forms.

2. Required Actions

- a. Continue collaboration with the PWD, Planning Branch to finalize the standardized office space request memo, the boilerplate response memo, and revisions to the PWD's policy and procedures manual.
- b. After the standardized office space request memo is finalized, update the Public Works website to include this form to allow departments' use of the memo.
- c. Continue working with DAGS Systems and Procedures Office (S&PO) to develop a new web based, data base system to replace the current Access system. The data base system must be able to prepare a lease abstracts, project rent and operating cost for budget purposes, and project quarterly funding allotments, so that necessary funds will be available for encumbering lease contracts.
- d. When the draft Administrative Rules are completed, work with the Department of Labor to participate in public hearings for Act 62, SLH2007 (Payment of Prevailing Wages and Public Work Projects) and assist in finalizing Administrative Rules that impact all state and county agencies who engage in the leasing of office space from the private sector.

- e. Continue cross training for the volunteer staff (from another Public Works Division) on C-41 contract encumbrances, lease payments, purchase orders and P-Card purchasing.

3. Implementation Timetable

- a. One Year – Continue updating branch policies and procedures and work with DAGS, S&PO on the development of the web based, data base system to replace the current Access system.

Update the Office Space Forms panel of the PWD website with the standardized lease request form, and other updated lease forms to include the “Suggested Office Move Planning Guide”, and “ADA Site Assessment & Building Worksheets for ADA Compliance”.

- b. Two Years – Transition from the Access data base system to the new web based program, subject to completion by DAGS, S&PO.

Complete cross training for volunteer staff (from the Public Works Division) on C-41 contract encumbrances, lease payments, purchase orders, and P-card processing.

- c. Five Years (or less) – When the draft Administrative Rules are completed, work with the DLIR to participate in any public hearings for Act 62, SLH2007 (Payment of Prevailing Wages and Public Work Projects) and assist in finalizing Administrative Rules.

IV. Performance Measures

A. Customer Satisfaction Measure

- 1. Pursue evaluations from user departments concerning improvements to our leasing forms and instructions, the effectiveness of our website, and how it has helped in preparing and/or submitting leasing forms/requests more easily and efficiently.
- 2. Obtain evaluations of our branch’s leasing services after we are successful at restoring the Leasing Specialist position. Areas identified by user departments which require attention, will be addressed immediately.

B. Program Standard Measure

- 1. Seek measures of comparison with other States, and applicable branches

of State, County or Federal governments who perform office leasing services.

2. Evaluate the program's efficiency in reducing the average amount of time needed to complete new lease requests, relative to program staffing.

C. Cost Effectiveness Measure

1. Compare the actual cost per square foot for our leases in specific locations, with the published asking rates for lease space in similar areas.
2. Determine the extent of lease savings created from any revisions to the DAGS Office Space Standards.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-231/Central Services-Custodial

Contact Person/Phone: James Hisano/831-6734

I. Goal

The goal of the Custodial Program is to deliver timely and quality services, while continuously seeking the needed feedback to improve its services to users and occupants of its assigned buildings.

II. Objectives and Policies

As a means of attaining the stated goal, the program will implement the following objectives:

- A. As a short-term objective, the program will maintain an 80% or higher customer satisfaction rating as measured through quarterly surveys of building occupants. The 80% percentile has been selected to align with the program's annual variance report, Part II "Measures of Effectiveness."
- B. Within a five-year period, policies will be implemented to improve the satisfaction to a level of 85% or better.
- C. In order to realize the stated goal and objectives, the following action plan has been developed.
 - 1. Implement on-going training for each custodian to improve efficiency, productivity and effectiveness in order to attain a satisfaction level of 85% or better.
 - 2. Develop a training program for the Janitor II and Janitor III positions to make them effective in performing minor repairs and groundskeeping.
 - 3. Collect and evaluate semi-annual customer satisfaction surveys for all buildings on Oahu.
 - 4. Investigate ways to streamline support procedures to allow staff to concentrate on customer service and responsiveness, instead of paperwork.

5. Continually develop and refine the program's measures of effectiveness to determine how well the program is delivering services.
6. To implement the inspection checklist for worksites by the Janitor III's and to follow up on deficiencies.
7. Investigate ways to better coordinate repair requests with trades staff from the Building Repair and Alterations Program.
8. Refine in-house training program to include formal classroom training, as available.
9. Improvement of the workforce through the refinement of the employee selection process by focusing on good customer service skills, supervisory potential and strong custodial and building maintenance skills.

III. Action Plan and Timetable

A. Past Years Accomplishments

Highlights of the past year's program activities are as follows:

1. Assisted the Public Works Division with the implementation of the construction phase of Phase II of the Energy Saving Performance Contract (ESPC) with Ameresco, Inc. Phase II includes the remaining DAGS facilities on Oahu and DAGS facilities on this islands of Hawaii, Maui and Kauai. Continued with the refinement of energy conservation measures (ECM) to be included in the investment grade audit (IGA).
2. Requested the restoration and funding of 3 Janitor II positions that were abolished by the Legislature as a result of the Reduction-in-Force (RIF) action.
3. Participated in the reorganization process which will result in the merger of the Public Works Division and the Central Services Division.
4. Refined on-line custodial survey that was initiated last year. The survey allows building occupants to provide feedback related to services being provided.
5. Continued the evaluation of DAGS office buildings to identify low or no cost areas that could be used to obtain points that could be applied towards Leadership in Energy and LEED silver certification from the U.S. Green Building Council.

B. One Year

In addition to the above, work continues in the following areas:

1. Continue to expand the use of environmentally friendly cleaning products and procedures in facilities serviced by the division.
2. Continue to refine surveys as a method to measure the level of satisfaction of building occupants with the services being provided.

C. Two Years

1. Continue the use of the Breeze Custodial Inspection software to monitor staffing levels based on guidelines established by the Association of Physical Plant Administrators.
2. Increasing participation and the skill level of the custodial staff in accomplishing minor building repairs.

D. Five Years

1. The program will continue to refine objectives that were previously identified such as, training in custodial and building maintenance skills, broadening the involvement of the custodians in the area of building maintenance and the streamlining of procedures to reduce paperwork.
2. The program will follow-up on unfinished objectives and any new initiatives that may be identified. As needed, priority items will be expedited.

IV. Performance Measures

A. Customer Satisfaction Measure

Semi-annual user surveys are utilized to obtain feedback to determine program effectiveness, and to identify areas that require improvement. Follow-up action will be taken to assure satisfaction whenever and wherever possible.

B. Program Standard Measure

Using the private sector as a model, performance standards will be established and used to base worker performance, expectations, and to conduct and verify internal inspections.

C. Cost Effectiveness Measure

Costs will be obtained from private sector sources and used as a guideline to determine the competitiveness of the program. Comparisons will be based on the concept of “prevailing wages”.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-232/Central Services-Grounds Maintenance

Contact Person/Phone: James Hisano/831-6734

I. Goal

The program will strive for quality and consistency in the delivery of groundskeeping, tree trimming, and refuse pickup services. Program activities will reflect a continuing commitment towards cost efficiency, productivity, relevancy, and timeliness of services.

II. Objectives and Policies

As a means of attaining the stated goal, the program will implement the following objectives:

- A. Maintain an 80% or higher customer satisfaction rating as measured through surveys of groundskeeping, tree trimming and refuse pickup services.
- B. Within a five-year period, incrementally move from a baseline 80% rating to a 90% or higher rating in meeting established standards.
- C. In order to meet the stated goals and objectives, the program has, or will implement the following action plan which has been developed.
 - 1. Create and maintain standards for affected program activity. Validate standards against industry comparable or other public sector agencies.
 - 2. Develop internal inspection standards and processes to confirm that standards are being maintained and conduct periodic user surveys to gauge customer satisfaction.
 - 3. Conduct training for groundskeeping staff to assure proper knowledge of program standards and effective work technique.
 - 4. Implement and maintain a planned beautification program to revitalize assigned grounds.
 - 5. Implement systematic repair/renovations of irrigation systems at assigned facilities.

6. Develop a tangible record keeping system, i.e., use of work orders or work tickets to validate the type and quantity of work performed by staff.
7. Develop a process to periodically evaluate standards and validate the internal inspection process.
8. Identify the types of equipment that will facilitate workflow and increase productivity, e.g., larger mowers, blowers, etc.
9. Develop a cyclical replacement program for equipment and vehicles to assure that the necessary tools are available to support program activity.
10. Through the Internet, develop and maintain a customer satisfaction survey for different program activities.

III. Action Plan and Timetable

A. Past Years Accomplishments

Highlights of the past year's program activities are as follows:

1. A pilot program using overtime to service the Makiki, Puukamalii, Puea and Aiea cemeteries was initiated. Based on the positive comments received from the community, the results are positive.
2. A contract has been awarded to renovate the landscaping and install a new irrigation system along the boundary of Washington Place and St. Andrew's Priory. The work will begin during November 2014 and continue into 2015.
3. A diseased exceptional earpod tree which posed a safety hazard to vehicular traffic using Keeaumoku Street was successfully removed. The tree was located in a Department of Agriculture mini-park that is bordered by King and Keeaumoku streets.
4. The large banyan tree located on the Beretania Street side of the Kalanimoku Building was removed due to extensive infestation of Iovate lac scale, which is affecting many Chinese banyan trees on Oahu. The tree has been replaced with lawn and future improvements are planned.
5. All vacant groundskeeper positions have been filled.

6. Requested the restoration and funding of five (5) groundskeeper positions lost to the RIF and Legislative action. Four (4) positions would be used to create a third power mower unit that will supplement the single unit that now services 28 outlying facilities. The remaining position would be assigned to maintain four (4) cemeteries that the program is responsible for. Funding for additional support equipment has also been requested.
7. Developed a plan to systematically replace aging equipment and conducted an inventory audit.

B. One Year

In addition to the above, work continues in the following areas:

1. If new groundskeeper positions are restored and funded as requested, reorganize the program to best utilize these positions.
2. Based on the availability of funds, continue the program of renovating irrigation systems and landscaping to include the Keelikolani Building, the No. 1 Capitol District Building, the Kakuhihewa Building and the Waipahu Civic Center.

C. Two Years

1. Continued refinement of the internal inspection process to identify areas that require additional attention and to validate performance levels of the groundskeeping staff.

D. Five Years

1. The program will follow-up on unfinished objectives and any new initiatives that may be identified. As needed, priority items will be expedited.

IV. Performance Measures

A. Customer Satisfaction Measure

A semi-annual written survey/evaluation for the program's target groups will be distributed. Any areas of concern identified through this survey will be immediately addressed.

B. Program Standard Measure

Standards comparable to the private sector will be formulated and monitored through internal staff inspections. Areas of concern will be corrected through established response criteria.

C. Cost Effectiveness Measure

Private sector costs will be solicited and maintained to assure competitiveness. Additionally, annual costs will be monitored and any significant variance in expenditures shall be evaluated and corrective measures implemented as needed.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-233/Central Services-Building Repairs and Alterations

Contact Person/Phone: Dean Shimomura/831-6736

I. Goal

The program will strive to provide timely, responsive, quality, cost effective and innovative repair and maintenance services to public buildings, libraries, and health centers statewide and focus on reducing building operating costs for DAGS' facilities.

II. Objectives and Policies

- A. Maintain an 80% or higher customer satisfaction rating as measured through quality assurance checks for scheduled minor repairs and for staff initiated major repairs (in-house work and 3-quote contracts).
- B. Incrementally increase the 80% satisfaction rating to a 90% or higher rating during a five-year period. This more realistic 90% percentile target has been selected in lieu of the previously reported 98%. This reduction is based on the subjective nature of survey responses.
- C. In order to meet the stated goal and objectives, the program has, or will implement the following action plans.
 - 1. Annually, complete \$175,000 of in-house repairs. These projects will be done during normal workday and overtime hours.
 - 2. Generate a minimum total of \$220,000, as funds are available, in 3-quote or HePS/HePRO contracts annually to conduct timely repairs in assigned facilities statewide.
 - 3. Annually, accomplish \$65,000 or more of emergency repairs by doing it in-house or contracting out.
 - 4. Maintain a program of scheduled maintenance for minor repairs to assure that each assigned facility receives adequate coverage.
 - 5. Develop a comprehensive plan, possibly using an asset management software, to identify and initiate major repair projects in assigned public buildings, libraries, and health centers statewide.

6. Formalize procedures to work closely with Building Coordinators and with the Custodial Program's Building Managers to provide technical advice to building occupants on office renovation and to sequence minor and emergency repairs in the most efficient manner possible.
7. Work with private sector vendors to identify quality and efficient building materials which will last longer and require less maintenance. Subsequently, develop and maintain appropriate pricelists to procure such products.
8. Identify and provide tools and equipment that will facilitate work flow and increase productivity through review of literature, attendance at trade shows, and field tests.
9. Develop an on-line customer satisfaction survey with a feedback mechanism, i.e., publication of response statistics.
10. Provide new and refresher training for program staff to maintain a high awareness of work place safety and proper work procedures.
11. Introduce and maintain program automation by training key program staff on the use of appropriate computer software and mini-computer applications.
12. Maintain a standard operating procedures manual to provide continuity in purchasing, paperwork, and to facilitate the retraining of newly hired or promoted staff.

III. Action Plan and Timetable

A. Past Year's Accomplishments

Items Nos. 1-4 and 6-12 have been completed and are being periodically refined. A summary of activities follows:

1. The program has continued to concentrate on improving the quality of its services by using an online quality assurance survey program which is directly connected to the work order system. This allows the program to initiate timely corrective action in providing better services to our customers, the building occupants.
2. The program has initiated a project that will create a process and the procedures and provide the tools to collect and manage its asset information. This should greatly improve and simplify the storage of asset information and the storage, prioritizing and reporting of backlog projects.

3. The program completed the last of the in-house projects that focused on reducing utility costs in FY2012 and continues to research and test new technologies that may provide savings in the future. Oahu DAGS facilities are currently using about 28% less energy than what was used in FY2008.
4. The program completed benchmarking all DAGS facilities, on Oahu, with the United States Environmental Protection Agency's Energy Star System. We continue to do this annually even though Section 11 of Act 155, as amended in SLH 2009 only required us to complete this once.
5. The program has scheduled, on a five year cycle, the retro-commissioning of all DAGS facilities, on Oahu, per the requirements of Section 11 of Act 155, as amended in SLH 2009. We continue to request for funding as the first four (4) years were not funded.
6. Program staff has continued to attend training and have looked at different technologies which may be used to improve energy efficiency.
7. Program staff has continued to attend training for LEED and energy efficiency.

B. One Year

1. The program will continue to identify energy efficient projects per the requirements of Act 96, SLH 2006, which mandates and focuses the state's efforts on energy efficiency, conservation, and energy alternatives.
2. The program will continue the process to create and implement the procedures to collect, prioritize and manage its asset and backlog information.
3. The program will continue to seek and identify funding, on a five year cycle, to retro-commission all DAGS facilities, on Oahu, per the requirements of Section 11 of Act 155, as amended in SLH 2009.

C. Two Years

1. The program is also planning to continue to update the major repair backlog by capturing major building operating components and using component lifecycle guidelines to evaluate its existing useful life.
2. The objectives as outlined in the above Items Nos. 1- 12 will continue to be refined.
3. Identify and prioritize CIP projects for FY 16 through on-site visitations.

D. Five Years

1. The program will follow-up on unfinished objectives and any new initiatives that may be identified. As needed, priority items will be expedited.

IV. Performance Measures

A. Customer Satisfaction Measure

Customer satisfaction surveys are sent to the customer for each major repair project that is completed by program staff. All customer satisfaction surveys for minor repairs will be included in the custodial surveys. Results will be tabulated and any comments warranting concerns will be immediately addressed.

B. Program Standard Measure

Standards and practices comparable to the private sector will be formulated and monitored through internal staff inspections. Areas of concern will be corrected through established response criteria.

C. Cost Effectiveness Measure

Private sector costs will be solicited and maintained to assure competitiveness. Additionally, annual costs will be monitored and any significant variance in expenditures shall be evaluated and corrective measures implemented as needed.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS 240/State Procurement

Contact Person/Phone: Sarah Allen/587-4700

I. Goals

To best serve the taxpayers of Hawaii and stakeholders in State and County agencies by providing effective and efficient procurement and inventory management practices, with quality, timeliness, maximizing competition, and maintaining integrity. To achieve the greatest value from procurement resources while creating a procurement environment and framework which nurtures a strong vendor community and peak vendor performance; to coalesce public-private partnerships enhancing the services and products provided to the citizens of the State of Hawaii.

II. Objectives and Policies

A. Procurement Training.

Provide training for all purchasing personnel through development of a Training Branch within SPO to establish and implement the Acquisition Academy and Center for Excellence ('the Academy'). The training division will consist of a Training and Development Director and three Training and Development Officers with expertise/experience in both training and Acquisition/procurement. The Academy will serve as 1) a vehicle where formal procurement delegation training can be obtained on-demand, any time, throughout the state 2) a vehicle for training vendors and small businesses on how to do business with the state 3) a receptacle of forms, templates, whitepapers and most importantly, best practices, 4) a coaching program for a core of 'departmental super-users' to develop a higher level of expertise at the department level; 5) a professional community for stakeholders in procurement /acquisition to collaborate and consult.

Integrate and coordinate training on related subjects such as risk management, audits, and green purchasing. Similarly, provide training for vendors seeking to do business with the State and counties.

B. Electronic Procurement Systems.

Continue to integrate electronic purchasing to automate procurement processes, reduce procurement cycle times, and increase the competition for goods and services. Consolidate procurement notice and award databases with **HIePRO** for the following purposes: 1) create a more user friendly single point of access for state procurement personnel; 2) create a more user friendly single point of access for vendors and the public searching for opportunities to do business with the state and searching contract

awards; 3) create a single source for accessing procurement data for analysis to enable strategic sourcing.

C. Purchasing Card (pCard) Program.

Continue to provide training and support for departments to maintain and increase levels of efficiency for small purchase procedures with the use of pCards. Conduct annual meeting of fiscal officers to network, foster open discussion of issues or concerns, share best practices, and provide management reports to assist in the analysis of purchasing activities. Integrate the pCard as the preferred method of payment into price list contracts and HIePRO purchases.

D. Procurement Resources.

Provides a variety of price and vendor list contracts that agencies benefit by receiving discounts on goods and services due to volume purchases. In addition there are the efficiency savings – the administrative, procurement and contract management realized by each agency or jurisdiction, rather than having to solicit individual contracts, resulting in multiple contracts for the same commodity or service. Instead these processes are managed by the SPO, and all participating jurisdictions and agencies are the beneficiaries of cooperative purchasing.

Provides consultation and advisory services to departments, its user agencies and other jurisdictions as the subject matter experts on the State Procurement Code. Additionally, the SPO provides procurement services to individual stakeholders by conducting procurement that impacts the State that results in systemic value to the State's business activity.

Assist, advise, guide, and train purchasing agencies relating to planning and procuring health and human services. Review and process Executive Branch requests for chief procurement officer approval. Conducts procurement investigations, as necessary. Maintains databases: 1) awards/contracts; 2) request for proposals; 3) requests for chief procurement officer approval; and 4) planned purchases reports.

E. Procurement Compliance & Legislative Actions.

To provide Policy and Compliance consultation to State agencies and the public on policies and plans on statewide procurement procedures, standards, and guidelines to ensure compliance with all procurement statutes, rules, directives and policies. As stewards of the Procurement Code, SPO shall continue to actively participate in the legislative process by preparing legislation and advising on revision to the procurement code.

The policy and Compliance section of SPO strives to maximize their efforts in the reviewing of bills during each legislative session, provides guidance to properly implement the provisions of the legislation through drafting of administrative rules.

The following is a list of other objectives that the Policy and Compliance Section is engaged in: University of Hawaii Construction Audits, development of Protest Statistics, Chief Procurement Officers requests for approvals for Sole Source, Procurement Exemptions, Emergency Procurement, Restrictive Specifications, Contract Extensions, Procurement Violation Investigations, Delegation and Training, Contractors Suspension and Debarment and Hawaii Compliance Express.

F. Inventory.

Continue to ensure accurate inventory reporting and compliance to policies and procedures pertaining to the management and recording of State property. Maintain the acquisition and transfer of property document files to confirm and verify the transferring of property between State agencies is properly documented. Review property disposal applications submitted by the executive departments, excluding Department of Education, Hawaii Health Systems Corporation, Office of Hawaiian Affairs, and University of Hawaii, to ensure conformance to the requirements of the rules and policies and procedures pertaining to proper disposal of State property.

G. Travel.

Provide consistent policies and procedures for coordination and arrangement of travel for authorized business travel. Assist, guide, and train state personnel relating to travel coordination and arrangements. Conduct procurements relating to travel including, car rental and inter-island airfare.

H. Agile Acquisition.

To best serve the State Agencies and Executive Branch Departments by researching and supporting agile acquisition initiatives that streamline processes and create a more efficient and effective procurement system. To actively work on increasing and improving communications across State Agencies, to share and incorporate best practices, and share lessons learned. To actively work on improving the culture of discussion and cooperation between State Agencies to offer consistent practices, cost savings and enhance timeliness of procurements. To participate in strategic actions to enhance the economic growth of Hawaii and support innovative, sustainable programs that enhance the lives of the people of Hawaii.

III. Action Plan with Timetable

A. Procurement Training.

1. Past Year Accomplishments

- a. Commenced on-demand training
- b. Perpetuated training programs for employees and vendors.
- c. Reviewed and updated training class descriptions/synopsis.

- d. Reviewed and updated training materials, forms and website.
- e. Reviewed amended chapters 103D and 103F, Hawaii Revised Statutes (HRS), other related HRS such as chapters 103, 92F, 84, and applicable administrative rules for updates to training materials.

2. One Year

- a. Create SPO Training Division and Statewide Acquisition Academy & Center of Excellence
- b. Create 1 position- Training and Development Director
- c. Obtain reference materials and training for SPO staff in the most current procurement trends and procedures, including IT procurement and intellectual property,
- d. Procure for Learning Management System (LMS) -full or interim (funding and ERP implementation-dependant) and begin implementation
- e. Establish clear definitions of roles in procurement
- f. Begin moving existing training to the LMS
- g. Begin basic training on acquisition life cycle statewide for procurement staff

3. Two Years

- a. Scan business, training and other environments for new training platforms, models and processes.
- b. Begin developing testing component for existing training for verification of learning by users and for analysis for modification of training
- c. Create Reference Library Structure and begin moving materials
- d. Hire Training and Development Director if not already done so
- e. Develop procedures for incorporating testing requirement and passing to receive credit for taking training courses
- f. Complete moving all existing training into LMS
- g. Develop course in acquisition planning
- h. Continue building reference library
- i. Begin visiting departments to assess procurement training needs and identifying potential superusers
- j. Begin updating existing training with newer interactive format
- k. Develop course in Contract Management

4. Five Years

- a. Develop and hire two Training & Development Officers (total staff 3)
- b. Develop and implement Coaching and Train-the-Trainer programs for department 'Superusers'
- c. Implement full on-line Resource and Best Practices Library
- d. Develop first advanced course for departmental superusers.
- e. Complete updating older training with more interactive format

- f. Complete implementation of testing for core procurement courses
- g. Develop and implement Certification program
- h. Develop and implement courses in Market Research, Intro to Price Analysis, Intro to Cost Analysis, Contract Management, and Contract Administration
- i. Develop advanced courses in Acquisition Planning, Contract Management
- j. Develop and implement full-blown blended learning programs, encompassing scheduled courses, webinars, on-demand interactive training and in-person training
- k. Develop and begin implementation of metrics reporting on effectiveness of training programs
- l. Develop online community to discuss acquisition issues and attract talent
- m. Hold first meeting of professional acquisition community
- n. Begin planning for first Acquisition Conference
- o. Begin planning for internship program
- p. Revisit departments to assess progress and needs and provide technical assistance
- q. Scan business, training and other environments for new training platforms, models and processes.

B. Electronic Procurement Systems.

1. Past Year Accomplishments

- a. Completed stage 1 development and implementation of new State of Hawaii eProcurement System.
- b. Continued eProcurement training. .
- c. 2013 Digital Summit Governance Award awarded to SPO for the eProcurement system
- d. eProcurement team - State Team of the Year award

2. One Year

- a. Continue development of the State of Hawaii eProcurement System) to include automated public site for procurement notices of solicitation and award.
- b. Develop specifications and datamapping for consolidating the 9 databases for solicitation notices, awards and CPO approvals with eProcurement
- c. Market and provide training on eProcurement to State and county personnel and the vendor community.
- d. Begin expansion of eProcurement to include Request for Sealed Bids, Request for Proposals.

3. Two Years

- a. Continue expansion of eProcurement for all procurements relating to 103D goods, services & construction and expand to procurements of health and human services.
- b. Continue development of consolidated procurement notices and contract awards database for goods, services and construction and Health and Human Services and integration with **eProcurement**
- c. Begin testing integrated databases for implementation
- d. Begin development of reports for analysis of acquisition and spend for purposes of planning and strategic sourcing.
- e. Continue to provide training on eProcurement to State and county procurement personnel and the vendor community.

4. Five Years

- a. Complete testing of consolidation of all databases for solicitations and contract awards with eProcurement and begin implementation
- b. Develop and test consolidation of public notice and requests for approvals from the Chief Procurement officer for all requests for goods, services and construction and health and human services
- c. Complete development and testing of reports for analysis of acquisition and contract spend;
- d. Complete expansion of eProcurement to all methods of procurements Complete review of additional eProcurement functionality needed and also new technologies in eProcurement.
- e. Begin development of specifications for contract tracking system to provide dashboards for vendors, state personnel and the public.

C. Purchasing Card (pCard) Program.

1. Past Year Accomplishments

- a. Continued to review, develop and amend pCard training material.
- b. Continued training for department pCard administrators, alternates and cardholders.
- c. Continued marketing and use of reporting capabilities.
- d. Continued marketing and use of pCard program features.
- e. Integrated and implemented new program features (Enhanced Merchant Reporting and MasterCard Business).
- f. Implemented new database for tracking Requests to Use pCard for Blocked Purchases.

2. One Year

- a. Update State of Hawaii Purchasing Card Program Procedures Manual.
- b. Review and update training material.
- c. Periodically audit departments for compliance with pCard usage.

- d. Continue training for cardholders and administrators.
- e. Continue marketing and use of reporting capabilities.
- f. Continue marketing and use of pCard program features.

3. Two Years

- a. Continue training for cardholders and administrators.
- b. Continue marketing and use of reporting capabilities.
- c. Continue marketing and use of pCard program features.
- d. Re-solicit for services to furnish and implement a pCard program for the State of Hawaii.

4. Five Years

- a. Perpetual updating contact information for all pCard administrators/alternates.
- b. Expand use of reporting capabilities
- c. Audit departments for compliance with pCard usage

D. Procurement Resources

Past Year Accomplishments (FY14)

In FY2014, the SPO conducted procurements and awarded contracts to support the State's initiative to improve government operations and allow employees tools to work more efficiently and provide better services to taxpayers. The supporting contracts provide program management consultation and support and enterprise architecture support for the planned enterprise resource planning (ERP) system that is intended to change and modernize the outdated and antiquated systems, eliminating redundant data entry and automating manual processes. Other contracts awarded provide ERP planning and management support and program management support along with organizational change management support, again all part of the ERP solution building the framework to the State's business transformation.

In FY2015, the SPO conducted and awarded a contract which will result in a Uniform Chart of Accounts (UCOA). The UCOA will provide the State the ability to support enterprise-wide and departmental reporting, which will eventually be the coding system used in the ERP Solution.

Two Year (FY15 &FY16)

In the next two years, it is the intent to award, through procurement by SPO, to potentially enter into contract with two (2) Fit-Gap Contractors who will review the State's current system and propose their solution as the ERP System. The single awardee will provide the State with an integrated financial and human resources

management system. The State of Hawaii's future ERP system will include (7) functions, including:

1. Financial Management
2. Acquisition Management
3. Asset Management
4. Grants Management
5. Human Resources Management
6. Payroll
7. Time and Attendance.

In addition to the ERP, the SPO is currently conducting source selection for services and technology to modernize the State's tax system. The resulting contract will modernize processes to improve services to the community and provide efficient tax collection services.

Lastly, the SPO plans to solicit for services of a consultant to perform business process assessment to review the State's current procurement processes and procedures which will result in an Interactive State Procurement Manual.

Five Years (FY15 to FY19)

In the following next five (5) years, the SPO will continue to support the initiatives with various IT and other procurements that will provide the needed changes for the State of Hawaii.

Health and Human Services: Assist, advise, train purchasing agencies in the planning and procuring of health and human services.

1. Past Year Accomplishments

- a. Established the Health and Human Services Action Team (HHSAT): State purchasing agency and private provider focus groups to develop and implement best procurement practices.
- b. Continuation of webinar training on planning and procuring of health and human services
- c. Online planned purchases database for purchasing agencies to report upcoming health and human service procurements.

2. One Year

- a. Complete on-demand training for purchases of health and human services for state agencies and providers.
- b. Conduct written survey on procurement processes.
- c. Continue meeting with the HHSAT focus groups.
- d. Conduct a question and answer discussion session with purchasing agencies on topics of interest.

3. Two Years

- a. Update on-demand training on purchases of health and human services.
- b. Continue meeting and working with HHSAT focus groups.
- c. Amend HAR Chapter 103F, Purchases of Health and Human Services.

4. Five Years

- a. Conduct random review at the department level of health and human service procurements.
- b. Electronic procurements for health and human services.

E. Procurement Compliance & Legislative Actions

1. Past Year Accomplishments

- a. Continue to review legislative bills, and develop testimonies. 2014 Legislative session review approximately 94 Bills that effected procurement.
- b. Continue to respond and make recommendations to Chief Procurement Officers requests which are submitted by the Executive Branch. Request reviewed: Sole Source - 88; Procurement Exemptions - 32; Emergency Procurement - 32; Restrictive Specifications - 3; Procurement Violations - 61; and Contract Extensions - 43.
- c. Continue to provide guidance through Procurement Circulars. Procurement Circulars written - 15.
- d. UH Audits. Created MOA between UH/SPO regarding Act 87, SLH 2013 for SPO to review UH's Construction project and established process to communicated and work with UH to review their Constructions procurements. Completed 18 Solicitation reviews in FY 2014. Networked with DAGS-PWD to be the Construction subject matter expert to review UH's specifications for each solicitation and created a Construction Site Visit checklist for SPO's site visits to UH construction projects.
- e. Protest Statistics Continue to process SPO-043, Report of Procurement Protest Form, in order for Agencies to submit consistent/standardized data; tracked Executive Departments and CPO Jurisdictions Protests to submit a report to Legislature pursuant to Act 173, SLH 2012.
- f. Continue to respond to questions from government agencies and the public on HCE compliance.
- g. Suspension and Debarment. Successfully issued Procurement Circulars, as needed, to notify Agencies/CPO Jurisdictions, which Vendors have been suspended/debarred and the suspension period of each Vendor. Issued Procurement Circulars, on behalf of DLIR, to notify Agencies/CPO Jurisdictions, which Vendors have been suspended pursuant to 104, Wages and Hours of Employees on Public Works.

- h. Responding to House Concurrent Resolution 176 (SLH 2014), which requested that the SPO conduct a study on the feasibility of requiring past performance as a factor in awarding any public contract, including low-bid invitation for bid ("IFB") contracts. The SPO is preparing a comprehensive report to the 2015 legislature that includes research on applications of past performance through current procurement statutes and rules, research on Federal and select states' past performance initiatives, conducting a survey stakeholder meetings, and identifying possible clarifications or changes to statutes or administrative rules regarding implementation of past performance.
 - i. Initiated research to start drafting new administrative rules to give effect to the small business set-aside established in HRS §§103D-901 through -906.
 - j. Presenting three new legislative initiatives that address HAR compliance issues: 1) specifically authorizing the re-instatement of HAR §3-122-66 to provide a waiver process when there are less than three qualified individuals for professional service; 2) specifically authorizing a clarification communications process during the initial evaluation period in proposals; 3) clarifying that the legislature intends past performance to be considered in responsibility determinations of all public contract awards.
 - k. Proposed administrative law changes to address compliance issues: 1) aligning the inventory responsibility language in HAR 3-130 to be in-compliance with HRS language; 2) removing the ambiguous "Etc." from HAR §3-120 Exhibit A; 3) repealing HAR §3-122-66 to clarify the section has been invalidated by a recent Hawaii Supreme Court Decision; 4) creating a definition and process for clarification communications during proposals; 5) clarifying ethical expectations for all procurements by inserting additional language with procurement exemptions; 6) creating a clearer responsibility determination process that may include relevant and recent past performance.
 - l. Implementing Procurement Policy Board's approved interim rule changes pursuant to HRS §103D-202 for HAR §§ 3-120-4 and Exhibit A, 3-122-66, 3-122-14, and 3-130.
 - m. Implementing Procurement Policy Board's rulemaking changes pursuant to HRS chapter 91 for HAR §§ 3-120-4 and Exhibit A, 3-122-14, and 3-130.
 - n. Consulted with numerous departments and agencies on proposed legislative initiatives that would involve procurement on policy, compliance, and implementation concerns.
2. One Year
- a. Continue to review legislative bills, and develop testimonies.
 - b. Continue to respond and make recommendations to Chief Procurement Officers requests which are submitted by the Executive Branch.
 - c. Continue to provide guidance through Procurement Circulars.

- d. Continue to conduct UH Audits.
- e. Continue to process SPO-043, Report of Procurement Protest Form, to submit a report to Legislature pursuant to Act 173, SLH 2012 by 2016 legislative session.
- f. Continue to respond to questions from government agencies and the public on HCE compliance.
- g. Suspension and Debarment. Successfully issue Procurement Circulars, as needed, to notify Agencies/CPO Jurisdictions, which Vendors have been suspended/debarred and the suspension period of each Vendor. Issue Procurement Circulars, on behalf of DLIR, to notify Agencies/CPO Jurisdictions, which Vendors have been suspended pursuant to 104, Wages and Hours of Employees on Public Works.
- h. Continue to consult with other departments and agencies regarding implementation of procurement policy.

3. Two Years

- a. Develop a SPO Standard Operating Procedure Manual to establish clear and well defined procedures on recording and investigating possible procurement violations and procurement audits. This SPO manual will lead to greater efficiency and consistency while conducting investigations and audits. In order to accomplish this goal, standard criteria and charting the procedures need to be developed as well as gathering stakeholder input through emails, meetings, and phone calls.
- b. Continue to review legislative bills, and develop testimonies.
- c. Continue to respond and make recommendations to Chief Procurement Officers requests which are submitted by the Executive Branch.
- d. Continue to provide guidance through Procurement Circulars
- e. Continue to provide Procurement Circulars on Suspension and Debarment.

4. Five Years.

- a. Continue to review legislative bills, and develop testimonies.
- b. Continue to respond and make recommendations to Chief Procurement Officers requests which are submitted by the Executive Branch.
- c. Continue to provide guidance through Procurement Circulars
- d. Continue to provide Procurement Circulars on Suspension and Debarment.

F. Inventory

1. Past Year Accomplishments

- a. Processed 1,654 state property transfers, which was valued at \$5,309,000.
- b. Processed 31,438 inventory transactions.
- c. Processed addition inventory transactions, which was valued at \$569,374,000.

- d. Involved in creating inventory workflows for the interim asset management system.

2. One Year

- a. Continue to process state property transfers.
- b. Continue to process inventory transactions.
- c. Continue to process addition inventory transactions.
- d. Continue involvement in creating inventory workflows for the interim asset management system.

3. Two Years

- a. Continue to process state property transfers.
- b. Continue to process inventory transactions.
- c. Continue to process addition inventory transactions.
- d. Continue involvement in creating inventory workflows for the interim asset management system.
- e. Update the inventory system user manual.

4. Five Years

- a. Continue to process state property transfers.
- b. Continue to process inventory transactions.
- c. Continue to process addition inventory transactions.
- d. Update the inventory system user manual.
- e. Statewide implementation for the usage of more technologically advanced interim asset management system, which will streamline the inventory process.

G. Travel

1. Past Years Accomplishments

- a. Completed on-demand training for travel policies & procedures.
- b. Assisted travelers and travel coordinators in making travel arrangements and calculations of per diem, travel time off, and miscellaneous reimbursements.
- c. Reviewed and extended Intra-State Car Rental Contract.
- d. Reviewed and extended Inter-Island Airline Pricing Contract.

2. One Year

- a. Continue assisting travelers and coordinators with travel arrangements and calculations of per diem, travel time-off, and reimbursements.

- b. Conduct survey of state and county employees regarding the Commercial Car Rental Contract; its use and effectiveness.
- c. Conduct in-person training for departments on an as needed basis.

3. Two Years

- a. Update on-demand training.
- b. Amend HAR 3-10 to update language.
- c. Audit departments for travel procedure compliance.

4. Five Years

- a. Conduct market research for the feasibility of a travel management contract.
- b. Conduct market research for online travel approvals.
- c. Update on-demand training.
- d. Continue assisting travelers and travel coordinators.

H. Agile Acquisition

1. Past Year Accomplishments

- a. Procure the IT ERP as part of the IT Transformation State-wide Initiative.
- b. Publish an RFI to create a Contingency Contractor Category List of 30 categories for the SPO Disaster Preparedness Initiative.

2. One Year

- a. Collaborate with subject matter experts and champions to design a successful program to implement small business set-asides across the State.
- b. Continue to work with the Executive Branch Leadership to award the IT ERP as part of the IT Transformation State-wide Initiative.
- c. Develop a digitized, online Procurement Manual with process mapping, samples, templates and guidance.
- d. Engage in discussions to develop a business model for Hawaii that will assist in diversifying revenue streams, assist local business, and promote sustainability in the research and development of sustainable, economically viable innovations that will enhance the lives of the people of Hawaii.
- e. Create a web page that offers instruction and information for Disaster Preparedness and Contingency Contracting during a Disaster, to include FEMA templates and instructions, a list of contractors by category to call for specific requirements, state-wide price and vendor list links.

3. Two Years

- a. Submit legislation that supports the small business set-aside plan.
- b. Publish online Procurement Manual.
- c. Continue to work with the Executive Branch Leadership to award the IT ERP as part of the IT Transformation State-wide Initiative.
- d. Continue to support sustainable, economically viable programs across the State.
- e. Link the SPO Disaster Preparedness page with the HI Emergency Management Division's initiative.

4. Five Years

- a. Develop a Procurement Tracker system that allows for transparency across the acquisition lifecycle. Align the Tracker system with the digitized Procurement Manual.
- b. Obtain business analytics to further define and improve the small business set-aside program.
- c. Continue to support sustainable, economically viable programs across the State.
- d. Continue to work with the CIO in regards to the IT Transformation State-wide Initiative.
- e. Create a trained, ready workforce that can manage contingency contracting during a disaster. Integrate a working plan to partner with Alaska procurement specialists in Contingency exercises.

IV. Performance Measures

A. Customer Satisfaction measures

1. Customer satisfaction surveys are being done with attendees of procurement training presentations.
2. Other stakeholder surveys are conducted as needed.
 - a. HCR 176, SLH 2014 directed the SPO conduct a study on the feasibility, necessary processes, and costs relative to requiring the consideration of past performance as a factor in awarding public contracts, including low bid contracts. In response, the SPO conducted a survey and is working with government officials, contractors, and other procurement policy stakeholders to gather and share experiences, perceptions, opinions, and ideas on past performance accountability. Survey information was compiled and shared with the Procurement Policy and will be included in the SPO's report to the legislature responding to HCR 176, SLH 2014.
 - b. A stakeholder input survey will be conducted to collect feedback from subject matter experts to design a successful program to implement small business set-asides established in HRS §103D-901 through -906.

3. Program target groups (including purchasing jurisdictions serviced via cooperative purchasing price and vendor list contracts, statewide inventory accounts, number of agencies issuing health and human service solicitations, and number of purchasing card holders) are being measured annually.

B. Program Standard measures

1. Program reviews are being done on SPO's training program and HiePRO as well as on other procurement and inventory functions. For example, other reviews cover compliance of inventory reporting in the State's financial statements and number of purchasing jurisdictions serviced by cooperative purchasing price and vendor list contracts.
2. pCard usage and expenditures are analyzed using reports from the pCard system to review the number of purchasing cards being used by the agencies and the dollar value of pCard purchases annually. Also reviewed is the ratio of pCard transactions over purchase order transactions.

C. Cost Effectiveness measures

1. Reviews are being done on monetary savings resulting from the awarding of contracts using the HiePRO. Similarly, trend analyses are being accomplished for monetary savings stemming from the awarding of price and vendor list contracts.
2. Monetary savings from the transfer of State property between custodians are being measured.
3. Rebates received for purchasing card transactions provides an actual total of funds returned to the State.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID / Title: AGS 244/Surplus Property Management

Contact Person/Phone: Sarah Allen/587-4700

I. Goals

To effectively and efficiently provide customers (donees) with surplus property items, and continue to be fiscally solvent with revenues equaling or exceeding expenditures.

II. Objectives and Policies

- A. Intensifying training available to eligible and participating donees to enable interaction with the entire spectrum of program features and to improve donee probability of obtaining needed items.
- B. Maintain financial viability through increasing promotion on use of the utilization and donation programs by enhancing promotion and marketing of the surplus property program to enable Donees to benefit from the varied surplus property available to them at significantly reduced prices.
- C. Streamline processes and improve operational efficiencies and compliance with regards to the State Plan of Operation for the Federal Surplus Property Donation Program.

III. Action Plan with Timetable

- A. Intensifying training available to eligible and participating donees to enable interaction with the entire spectrum of program features and to improve donee probability of obtaining needed items.
 - 1. Past Year Accomplishments
 - a. Scanned business environments for new technologies and processes to enhance the delivery of donee training.
 - 2. Year One
 - a. Continue to update training presentations provided to donees.

- b. Continue to scan business environments for new technologies and processes to enhance the delivery of donee training.
 - c. Record and post On-Demand training.
 3. Two Years
 - a. Continue to update training presentations provided to donees.
 - b. Continue to scan business environments for new technology and processes to improve the delivery of training to eligible and participating donees.
 4. Five Years
 - a. Continue to scan business environments for new technology and processes to improve the delivery of training to eligible and participating donees.
- B. Maintain financial viability through increasing promotion on use of the utilization and donation programs by enhancing promotion and marketing of the surplus property program to enable Donees to benefit from the varied surplus property available to them at significantly reduced prices.
 1. Past Year Accomplishments
 - a. Conducted internet sales of abandon property through GSA San Francisco.
 - b. Developed Surplus Property Program webpages on the new SPO website containing information on participation by state and county agencies, participation by qualified nonprofit organizations, and a listing of surplus property available.
 2. One Year
 - a. Continue to maintain and update webpage information.
 - b. Work towards including item images on the website.
 - c. Participate in and make presentations at workshops and other venues designed for minority owned small businesses, American Red Cross, and other non-profit, tax-exempt education and health institutions as eligible program donees.
 - d. Emphasize the fixed price sales program for used Federal vehicles for State and County agencies.
 - e. Meet with Hawaii Information Consortium, LLC to go over sales of abandoned and lost and found property, to compare with GSA sales.

- f. Research and examine other providers of internet auctions.
 3. Two Years
 - a. Continue to maintain and update webpage information.
 - b. Monitor and adjust the program's website to improve customer satisfaction.
 - c. Emphasize the fixed price sales program for used Federal vehicles for State and County agencies.
 - d. Promote new internet auction platforms.
 4. Five Years
 - a. Continue to update and maintain webpage information.
 - b. Monitor and adjust the program's website to improve customer satisfaction.
- C. Streamline processes and improve operational efficiencies and compliance with regards to the State Plan of Operation for the Federal Surplus Property Donation Program.
 1. Past Year Accomplishments
 - a. Establish website to promote the program and to provide general program information, obtain an eligibility application, eligibility requirements, renewal letter and wish list form, etc.
 - b. Issued recertification notices to Executive Departments and Chief Procurement Officer Jurisdictions to update Donee Eligibility Files.
 - c. Attended GSA – Eligibility, Compliance and State Review training.
 2. One Year
 - a. Update website to promote the program and to provide general program information, obtain an eligibility application, eligibility requirements, renewal letter and wish list form, etc.
 - b. Update listing of available surplus property.
 3. Two Years
 - a. Continue website updates including any new information relevant to donees.
 - b. Schedule an external audit of the program.

4. Five Years

- a. Continue website updates.

IV. Performance Measures

- A. Customer Satisfaction measure - Perform trend analyses on the customer base of the Surplus Property Management program to include number of participating donees and percentage of participating donees.
- B. Performance Standard measure - Perform trend analysis on distribution of surplus property to donees.
- C. Cost Effectiveness measure - Perform long term and comprehensive trend analyses annually of the financial net gain or loss of the Surplus Property Management program.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-251 / Automotive Management - Motor Pool

Contact Person/Phone: Brian Saito/586-0343

I. Goals

Furnish a safe, dependable, and well-maintained motor pool fleet; and provide light duty vehicle repair service to all state agencies on the islands of Maui and Oahu.

Maintain a positive revolving fund balance.

II. Objectives and Policies

Manage the acquisition, operation, maintenance and disposal of state motor vehicles to consolidate and minimize the number and cost of owning and operating state vehicles.

- A. #1 – Work within budget restrictions and provide vehicles that are safe and reliable for state agencies.
- B. #2 - Provide state motor vehicle services at lower cost than comparable private commercial motor vehicle services.

III. Action Plan with Timetable

- A. Objective/Policy #1 - Work within budget restrictions and provide vehicles that are safe and reliable for state agencies.

- 1. Required Actions

- a. Identify state agencies whose vehicles were scheduled to be replaced. Continue fleet replacement planning which has been playing catchup due 3 year curtailment from previous budget cycles.
 - b. Review affected agency vehicles to prolong operating life due to past budget restriction and inability to acquire new vehicles.

2. Implementation Timetable

- a. Past Year Accomplishment – Prolonged life of vehicles scheduled for replacement during the year. Due to past budget restrictions, more repairs were performed to keep the vehicles safe for use.
- b. One Year – Increase Budget to replace aging vehicles in fleet. Due to past raid of fund by state legislative mandate, program required to pay back federal government. Fleet replacement program has been set back for 5 years catch up time table.
- c. Two Years – Evaluate fleet planning and replacement schedule.
- d. Five Years – Re-evaluate customer satisfaction target of 90% and evaluate feasibility of revising motor pool program services if target objectives have not been achieved.

B. Objective/Policy #2 - Provide state motor vehicle services at lower cost than comparable private commercial motor vehicle services.

1. Required Actions

- a. Identify specific types of motor vehicle services provided by the state motor pool program.
- b. Identify comparable motor vehicle services available from private commercial services.
- c. Establish standards of performance to evaluate services provided by the motor pool for comparison with private commercial services.
- d. Evaluate costs of providing motor pool services against the cost of comparable private commercial services.

- e. Procure private commercial motor vehicle services which are more cost effective (cheaper) than state motor pool services.

2. Implementation Timetable

- a. Past Year Accomplishment – Maintained present fleet due to past budget restriction, which curtailed buying and replacement program.
- b. One Year – Continue to offer motor pool services to state agencies. Offer our services and expertise in fleet planning and vehicle maintenance.
- c. Two Years – Continue to evaluate costs of services provided by motor pool with cost of private commercial services.
- d. Five Years – Evaluate feasibility of revising motor pool program if costs of motor vehicle services provided is not cost effective.

IV. Performance Measures

- A. Customer Satisfaction measures – Survey developed and distributed to user agencies. Any areas of concern identified through the survey will be addressed immediately.
- B. Program Standard measure – Standards of performance to evaluate services provided by the motor pool established for comparison with private commercial services. Any areas of concern will be corrected through established procedures.
- C. Cost Effectiveness measure – Evaluate the cost of providing motor pool services against the cost of comparable private commercial services. Procure private commercial motor vehicle services, which are lower than the motor pool services.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-252 / Automotive Management - Parking Control

Contact Person/Phone: Brian Saito/586-0343

I. Goal

Assess and collect fees to construct, operate, improve, and maintain parking facilities for state employees and the public on State Lands under the jurisdiction of the Comptroller.

II. Objectives and Policies

- A. #1 - Provide safe and convenient parking for employees and the public to access state government buildings.
- B. #2 - Control, operate and maintain state parking facilities with revenues from parking fees. Continue to generate revolving fund revenue necessary to construct, operate, improve, and maintain parking facilities.
- C. #3 - Maintain a 100% utilization of employee parking stalls and a 50% utilization of public metered stalls.

III. Action Plan with Timetable

- A. Objective/Policy #1 - Provide safe and convenient parking for employees and the public to access state government buildings.
 - 1. Required Actions
 - a. Evaluate the parking needs for each state building based on building code and program operational requirements.
 - b. Construct or provide safe and convenient parking facilities to meet the parking demand for each state building under the control of the Comptroller.

2. Implementation Timetable

- a. Past Year Accomplishment – PV Install completed in the Vineyard Parking Garage.
- b. One Year – Start and complete Paving in the DOH parking Lot L. Start Change out of Gate arm Boxes at various parking facilities.
- c. Two Years – Initiate Lot Paving Lot KP Kapolei.
- d. Five Years – Continue to update parking facility inventory and install new safety, security and convenience improvements to parking facilities.

B. Objective/Policy #2 - Control, operate and maintain state parking facilities with revenues from parking fees. Continue to generate revolving fund revenue necessary to construct, operate, improve, and maintain the parking facilities.

1. Required Actions

- a. Establish and enforce rules and regulations for managing and controlling the use of state parking facilities.
- b. Identify all construction, operating and maintenance costs of state parking facilities.
- c. Develop and assess a parking fee schedule for various types of parking stalls which shall be used to generate revenues necessary to sustain the state parking program.

2. Implementation Timetable

- a. Past Year Accomplishments –Staff hired to actively patrol and enforce facilities. Preventive Maintenance program for gate operator and readers extend life of systems.
- b. One Year – Continue to monitor and evaluate the demand and utilization of existing parking spaces.

- c. Two Years – Review budget for the state parking program and initiate changes to parking fees if necessary to balance revenues with expenditures.
 - d. Five Years – Monitor the parking revolving fund balance and implement measures to maintain a positive fund balance.
- C. Objective/Policy #3 - Maintain a 100% utilization of employee parking stalls and a 50% utilization of public metered stalls.
 - 1. Required Actions
 - a. Monitor the utilization of state parking facilities and implement measures necessary to provide safe, convenient and economical parking to meet parking demand.
 - b. Establish equitable procedures for assignment of parking stalls for employees.
 - c. Evaluate the utilization pattern and demand for public parking and adjust the ratio of public stalls to employee stalls to maximize revenues and utilization.
 - 2. Implementation Timetable
 - a. Past Year Accomplishment – Kapolei Satellite Office opened. Office Services Leeward area.
 - b. One Year – Evaluate additional Pay Station Lots for feasibility.
 - c. Two Years – Continue to monitor parking utilization rates for all parking facilities. Plan for Kamamalu Building re-occupancy.
 - d. Five Years – Re-evaluate procedures and parking facilities if utilization percentages are not achieved.

IV. Performance Measures

- A. Customer Satisfaction measure – Provide employees and public with a form to encourage customer comments. Any areas of concern identified through these comments will be addressed immediately.
- B. Program Standard measure – Enforce rules and regulations for managing and controlling the use of state parking facilities and update policies and procedures as necessary.
- C. Cost Effectiveness measure – Monitor the parking revolving fund balance and implement measures as required to maintain a positive fund balance.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS 871/Campaign Spending Commission

Contact Person/Phone: Kristin Izumi-Nitao, Executive Director / 586-0285

I. Goals

- A. Goal - To simplify and clarify campaign finance laws in order to improve implementation and compliance.
- B. Goal - To increase public education, awareness and access.
- C. Goal - Increase the technological capacity to improve access, reduce paperwork, and increase compliance.
- D. Goal - Upgrade the training for and ability of the committees to comply with campaign finance laws.
- E. Goal - Encourage compliance.
- F. Goal - Increase and stabilize the Commission's institutional capacity to carry out its mission.

II. Objectives and Policies

- A. Goal - To simplify and clarify campaign finance laws in order to improve implementation and compliance.
 - o Propose legislation, where needed, to simplify and clarify campaign finance laws in order to improve implementation and compliance.
 - o Draft and submit administrative rules, where needed, to simplify and clarify campaign finance laws to improve implementation and compliance.
- B. Goal - To increase public education, awareness and access.
 - o Direct the public to the Commission's website and continue to improve web-based information.
 - o Disseminate to the public information on contributions, expenditures, and other pertinent topics of interest.

- Plan, organize, participate, and host trainings to inform and educate on campaign finance laws and rules.
 - Explore and implement social and other media applications to inform and educate on campaign finance laws and rules.
 - To raise public awareness and increase visibility of the Commission's work, hold at least one Commission meeting in a neighbor island county each year.
- C. Goal - Increase the technological capacity to improve access, reduce paperwork, and increase compliance.
- Increase the Commission's analytical capability.
 - Maintain awareness of newer technology, including electronic filing systems and hardware/software or applications, for consideration of integration and/or implementation.
 - Maintain awareness of the implications of technological changes on all aspects of campaign finance including political contributions.
- D. Goal - Upgrade the training for and ability of the committees to comply with campaign finance laws.
- Explore new methods for training and disseminating information.
 - Offer training to committees to improve compliance with campaign finance laws and rules.
 - Publish guidebooks, manuals, and e-learning videos on how to comply with campaign finance laws and rules as well as how to use the electronic filing systems.
- E. Goal - Encourage compliance.
- Develop escalating penalties for repeat and gross violations, and disseminate information about the penalties.
 - Simplify and expedite disposition of campaign finance violations.
 - Seek enforcement of the campaign finance laws and rules against violators.
 - Evaluate the effectiveness of training modules and revise them as needed.

- Evaluate the effectiveness of communication efforts and revise them as needed.
 - Encourage committees to call the Commission, visit the Commission's office, and/or go to the Commission's website for information to comply with campaign finance laws and rules.
- F. Goal - Increase and stabilize the Commission's institutional capacity to carry out its mission.
- Develop proposals to stabilize funding.
 - Plan for potential staff transitions and ensure position descriptions are current.
 - Continue Commissioner development through trainings and conferences as well as issuing a Commissioner handbook and orientation of new Commissioners.

III. Action Plan with Timetable

A. Goal - To simplify and clarify campaign finance laws in order to improve implementation and compliance.

○ **Past Year Accomplishments**

Propose legislation. For the 2014 Legislative Session, the Commission's bills were: (1) H.B. 1602 and its companion bill S.B. 2117; (2) H.B. 1603 and its companion bill S.B. 2118; (3) H.B. 1604 and its companion bill S.B. 2119; and (4) H.B. 1605 and its companion bill S.B. 2120. Except for one bill, all the Commission's bills were signed into law.

H.B. 1602 & S.B. 2117 – This bill was again deferred by Senate Judiciary and Labor Committee. It sought to amend HRS §11-334(a)(4) to require supplemental reports to be filed by candidate committees on January 31st regardless of whether it is an election year or not. This comports with present practice as well as conforms this requirement with noncandidate committees. The Commission will continue its efforts to have this amendment approved.

Act 140, SLH 2014 (S.B. 2118) - Act 140 was signed into law on June 24, 2014. Act 140 amends HRS §11-426 by replacing the Chief Elections Officer with the Office of Elections as the entity who must be notified if a candidate who filed an affidavit agreeing to limit expenditures exceeds that expenditure limit. The requirement that a candidate reports to the office rather than the officer is more practical. Further, the candidate must notify his/her contributors that they have exceeded the expenditure limit.

Also, deletes the reference to a tax deduction for contributions to candidates who file the affidavit because this is no longer available.

Act 139, SLH 2014 (H.B. 1604) – Act 139 was signed into law on June 24, 2014. Act 139 amends HRS §11-156 to clarify that certificates of election shall not be delivered to candidates who have not filed disclosure reports with the Commission and further adds the requirement that candidates must have paid all outstanding fines owed to the Commission.

Act 48, SLH 2014 (S.B. 2120) – Act 48 was signed into law on April 23, 2014. Act 48 amends subsection (b) of HRS §11-359 (Family Contributions) by replacing the reference to HRS §11-355 (Contributions by state and county contractors prohibited) with HRS §11-357 (Contributions to candidates committee; limits), as the exemption for contributions to candidates from immediate family members. This conforms HRS §11-359 with the law prior to the recodification of HRS Chapter 11 in 2010.

Other legislation of significance that the Commission provided written and oral testimony and/or tracked included legislation proposed by others to enhance the partial public funding program and Hawaii County Council Comprehensive Public Funding Program (“HCCCPF”), but were unsuccessful.

Draft and submit administrative rules. The Commission drafted proposed amendments to Chapter 3-160 (Election Campaign Contributions and Expenditures) and Chapter 3-161 (Administrative Practice and Procedures Before the Commission) of the Hawaii Administrative Rules which were approved by the Commissioners at its October 9, 2013 meeting. The proposed amendments for the most part updates obsolete references to the HRS and makes technical and grammatical corrections. It also proposes a new section that implements section 2 of Act 112, SLH 2013, which requires Super PACs to identify its top contributors in their advertisements. The proposed rules will be posted on the Commission’s website once the Commission receives approval from the Governor to proceed with a public hearing. The amendments were given to the Governor for consideration in March 2013.

Advisory Opinions. No Advisory Opinions were issued during this period.

- **One Year** – Continue to research, draft, and submit legislation seeking further technical revisions to the campaign finance laws for purposes of clarity, consistency, and style as well as to seek substantive changes as needed. Proceed to public hearing with the proposed revisions to the Commission’s administrative rules. Continue to render advisory opinions as required.
- **Two Year/Five Year** - Continue to update the law and administrative rules as well as issue advisory opinions as needed.

B. Goal - To increase public education, awareness and access.

- **Past Year Accomplishments**

Direct the public to the Commission's website and continue to improve web-based information. The Commission has an ongoing partnership with the State of Hawaii's Information & Communication Services Division ("ICSD") to improve the Commission's website which contains three (3) statutorily required electronic filing systems for candidate committees, noncandidate committees, and corporations. For purposes of transparency, much of the Commission's operations, business, and finances are posted online including Commissioners' biographies, meeting agendas and minutes, newsletters, advisory opinions, Hawaii Election Campaign Fund ("HECF") information, annual reports, campaign finance statistics, and the Strategic Plan. Information of current interest is constantly identified and posted on the Commission's website including statute and rule changes, new legislation, reporting deadlines, enforcement issues, and new informational and technological tools. There are also links for viewing reports, filing reports, seeking guidance including e-learning (now, referred to as cyber learning) presentations, forms, guidebooks, and qualifying for public funding. Based on the results of our annual online survey, we understand that our website continues to be our strongest resource in providing stakeholders and interested parties with campaign finance information. As such, we continue to fine-tune our website with a focus in building more efficient and user friendly navigation tools which includes a searchable database of all the campaign finance data filed by committees. We have also included a section on our home page for our latest tweets and highlighted the candidate committee data visualization app. These updates are done at zero cost to the Commission.

Disseminate to the public information on contributions, expenditures, and other pertinent topics of interest. During this period, working with ICSD, the Office of Information Management and Technology ("OIMT"), and Socrata, the Commission launched a data visualization application on our website which permits viewers to see candidate committee reports in a more visually attractive, user friendly, and dynamic way for a particular election period. Rather than spreadsheets of data, this app permits you to view a colorful pie chart of a candidate's contributions to see how much and what percentage of their contributions are funded by individuals, noncandidate committees, political parties, immediate family members, etc. Viewers are also able to see how much and what percentage of a candidate's contributions are coming from in-state versus out-of-state, from which states and zip codes, as well as by geographical location. There is also a visual chart showing how much and what percentage of a candidate's contributions are \$1,000 or less and more than \$1,000. As for campaign expenditures, a pie chart will show how much and what percentage of a candidate's spending was for advertising, food & beverage, printing, professional services, surveys/polls/voter lists, etc., as well as a chart showing in-state versus out-of-state spending. The data is derived from the candidates' reports which are filed electronically with the Commission from the last 6 years. This application was conceived to provide greater transparency and accountability in government and to enable the public to follow the money of candidates running for state and

county offices in Hawaii. It was done at zero cost to the Commission and was featured at OIMT's Hawaii Digital Government Summit on November 21, 2013. At this summit, the Chief Information Officer of the State of Hawaii awarded the Commission and its partners a "Transparency and Accountability: Open Government" award for this application.

In June 2014, in partnership with the OIMT, ICSD, and Socrata, we agreed to spend \$5,250 to build the noncandidate committee data visualization application. Similar to the candidate committee app, this program is intended to permit viewers to see visually attractive charts of noncandidate committees' campaign spending data for a particular election period. The data is derived from the noncandidate committees' reports which are filed electronically with the Commission from the last 6 years. This application was conceived to provide greater transparency and accountability in government and to enable the public to follow the money of noncandidate committees' participation in the elections in Hawaii. The end product is expected to be completed and launched in mid-July 2014.

Other mechanisms to disseminate to the public information concerning campaign finance include regular posts of anything new/interesting on our website under "What's New," biannual newsletters, e-blasts, Facebook posts, and tweets. New candidates, new noncandidate committees (including Super PACs), new corporations, notice of fundraisers, notice of Commission meetings, new guidebooks or manuals, new legislation, updates to the electronic filing systems, requests to take/submit our annual online survey, registering for training classes, electioneering communication statements of information, etc., are tweeted.

Plan, organize, participate, and host trainings to inform and educate on campaign finance laws and rules. Community presentations to candidate and noncandidate committees, corporations, legislators, community groups, contractors, certified public accountants, political parties, etc., on various areas of campaign finance laws are regularly delivered when requested. In anticipation of the 2014 election, campaign finance presentations to candidates and committees were planned and delivered in June and July 2014 on Kauai (6/24/14), Honolulu (6/25/14), and Maui (7/2/14). Due to a lack of registrations, we cancelled our presentation on the Big Island. Other informational meetings provided during this period included meeting with the Filipino Chamber of Commerce and open government groups as well as meeting with various elected officials. At the Council on Governmental Ethics Laws' ("COGEL") Annual Conference in December 2013, Executive Director Izumi-Nitao participated in hosting a breakfast table topic, introducing a keynote speaker, and was a panelist on a session involving office management. Executive Director Izumi-Nitao also became a member of the 2014 COGEL Program Committee and assisted in planning sessions for the December 2014 conference in Pittsburgh, PA. Additionally, requests to respond to media inquiries are accepted where practicable.

The Commission also participated in a 4-month project sponsored by Common Cause and Hawaii Open Data called Civic*CELERATOR. This was an event where

coders, designers, developers, entrepreneurs, students, civic innovators, and engaged citizens competed to build and create apps using campaign finance open data to show how state and local candidates are being funded as well as how candidates are spending campaign funds. It was funded by a grant obtained by Common Cause to bring together people from all aspects of the community to create applications to equip voters with tools to help them understand who is funding political campaigns. Six applications were developed which are available at <http://civic.celerator.org/apps/> for viewing and access.

Explore and implement social and other media applications to inform and educate on campaign finance laws and rules. The Commission regularly uses e-blasts as well as Facebook and Twitter accounts to inform and educate committees, interested parties, subscribers, and the public on campaign finance. We have found the e-blasts to be especially effective in sending out time sensitive information such as reporting deadline reminders and changes in the law. It also permits us to notify interested parties about registering for training classes, publication of new educational tools, and other campaign finance information. Efforts to not overuse the email system or rather reserve it for distribution of important announcements is always a consideration. During this period, the CSC email system was employed 43 times and we have 1,041 subscribers. Notably, these subscribers are separated into four (4) groups – candidates (407 subscribers), noncandidate committees (259 subscribers), corporations (173 subscribers), and the public (202 subscribers), thereby permitting us to target relevant audiences with the e-blast.

Since July 2011, we have been employing social media tools such as Facebook and Twitter to leverage our capabilities to increase, enhance, and supplement our communication efforts to inform the public of important and time sensitive campaign finance information. During this fiscal year, we issued 525 tweets.

Every year, we attend the PCATT IT Summit / Conference to identify and learn new ways to improve and educate committees and the general public in campaign finance. This year, this conference highlighted innovations in IT education.

Raise public awareness and increase visibility of the Commission's work, hold at least one Commission meeting in a neighbor island county each year. This action item will be addressed in fiscal year 2015, but raising public awareness and increasing visibility of the Commission's work are always considerations when the Commission communicates with the public.

- **One Year** - Continue to drive the public to our website and utilize social media applications as well as employ our email system to inform and educate. Revise and update guidebooks, manuals, and cyber learning videos. Arrange a Commission meeting in a neighbor island county.
- **Two Year/Five Year** – Plan, organize, and host trainings in election years. Continue to identify mechanisms to increase public education, awareness and

access. In an economic upswing, consider holding a National Campaign Finance Law Forum in Hawaii.

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

o **Past Year Accomplishments**

Increase the Commission's analytical capability. During this period, there were changes to the Commission's electronic filing systems as a result of legislative enactments to improve transparency and disclosure.

As a result of Act 111, SLH 2013, a modification to the noncandidate committee filing system was made to require these committees to separate the reporting of contributions into "contributions received" and "contributions made," and to identify the name of the candidate supported or opposed by the committee's independent expenditures.

As a result of Act 287, SLH 2013, a modification to the candidate committee filing system was necessary to recognize that candidates for the Board of Trustees of the Office of Hawaiian Affairs ("OHA") must be nominated at a primary election and elected at the general election in even-numbered years.

On its own initiative, at its March 12, 2014 meeting, the Commission agreed that efforts to obtain better compliance with candidate committee expenditures was needed. With the assistance of ICSD, an update to the candidate committee filing system was launched on July 2, 2014 on Schedules B (Expenditures) and E (Unpaid Expenditures) to offer a new field for candidates to identify and select which one of the eight (8) statutorily permitted uses of their campaign funds was being invoked pursuant to HRS §11-381. This change in the system was implemented to provide better transparency and assist in enforcement efforts.

The Commission continues to rely on its searchable database to run queries on various campaign finance issues.

Maintain awareness of newer technology, including electronic filing systems and hardware/software or applications, for consideration of integration and/or implementation. The Commission works closely with ICSD and OIMT and as a result has benefitted from their expertise and assistance in consolidating and maximizing our hardware/software applications.

The annual COGEL conference is another source from which we learn about other campaign finance systems and technology. During this period, however, there were no plans nor funding to alter our electronic filing systems.

Maintain awareness of the implications of technological changes on all aspects of campaign finance including political contributions. The annual COGEL conference has been a great venue for the Commission to learn about technological changes or advances employed by other campaign finance offices. During this fiscal year, there were no technological changes that the Commission deemed viable for employment in Hawaii; however, we remain receptive to all new ideas.

- **One Year** - Continue to work and meet with ICSD and OIMT to identify areas and ways to further this goal including developing visualizations and graphics to our data and examining other applications to increase, supplement, and enhance communication with candidates, committees, and the public. Evaluate current systems, hardware, and software to determine whether upgrades are needed. Update all systems to conform with new laws.
- **Two Year/Five Year** - As ICSD is able to complete our work orders with respect to our electronic filing systems, we will continue to collaboratively identify analyses capability of contributions and expenditures data. In recognition that technology plays a critical role in communicating, it is important to remain abreast of newer applications and social media which will enable us to more effectively improve access, increase compliance, and meaningfully engage stakeholders and interested parties.

D. Goal - Upgrade the training for and ability of the committees to comply with campaign finance laws.

○ **Past Year Accomplishments**

Explore new methods for training and disseminating information. During this period, no new methods for training and disseminating information were identified or examined. The Commission continues to work with the Office of Elections in providing informational packets to be given to candidates who file their nomination papers. During this period, the Commission also met with the County Clerks in preparation for the 2014 election to identify any areas requiring better coordination and collaboration – especially, with respect to certifying compliance with campaign finance reports and payments of fines by candidates who win in the 2014 election so that they are able to be timely sworn into office.

Offer training to committees to improve compliance with campaign finance laws and rules. In an effort to prepare candidates of the numerous reporting requirements and laws regarding campaign finance, training classes were offered across the State. There were classes offered on Kauai, Maui, Hilo, and Honolulu in June and July 2014 with 95 registrants who attended presentations on candidate committees, noncandidate committees, and public financing. In consideration of new case law and entering into an election year, powerpoint training presentations were revised.

As early as 2007, certified public accountants were attending these trainings because they were often employed or asked to assist with treasurer duties of candidate and noncandidate committees. Accordingly, with the assistance of former Chair/Commissioner Paul Kuramoto, we were approved to provide Continuing Professional Education credits by the Board of Accountancy to certified public accountants. Eight (8) CPAS received credit from our trainings this fiscal year. Our instructor certification must be annually renewed and our current certification will expire in December 2014.

Publish guidebooks, manuals, and e-learning videos on how to comply with campaign finance laws and rules as well as how to use the electronic filing systems. Guidebooks, manuals, and e-learning videos have always been available on the Commission's website. In anticipation of the 2014 election, the Commission took a look at these materials and revised them. As such, there are new cyber learning videos, new guidebooks, and new manuals on the Commission website. The cyber learning videos were created as a companion to the Candidate Filing System (CFS) Manual and Noncandidate Committee Filing System (NCFS) Manual to help viewers learn how to use their respective filing systems. The videos therefore cross-reference the table of contents in the CFS Manual and NCFS Manual (which are available on the Commission's website) and can be used simultaneously with the manual (or by themselves). We believe that by viewing the short videos by specific subject matter will speed up the viewer's learning by giving them a visual of how certain tasks are completed in the electronic filing systems. Moreover, the videos continue to be "bite-size" modules not more than 5 minutes in length to address specific tasks so the viewer can focus on the issue at hand.

- **One Year** - Update guidebooks, manuals, and cyber learning videos. We will continue to work closely with the Office of Elections concerning certification of elected officials if they have been delinquent with their reports and paying fines. Renew our instructor certification with Board of Accountancy.
- **Two Year/Five Year** – Explore other avenues for training and disseminating information.

E. Goal - Encourage compliance.

- **Past Year Accomplishments**

Develop escalating penalties for repeat and gross violations, and disseminate information about the penalties. The Commission continues to find that there are some candidate and noncandidate committees who do not file their reports timely or not at all. In consideration of staff resources in getting these committees to file their reports, the Commission decided to consider other approaches to encourage compliance including filing complaints against violators, and if no compliance was obtained, filing a First Circuit Court application seeking judicial enforcement of Commission orders. For those committees that failed to file the report, the Commission would file a complaint and invoke an administrative fine of \$500

pursuant to HRS §11-410(a) and (h). This action represents a way of invoking a higher fine and a stronger punitive stance to those committees who completely failed to file the report by the statutory deadline.

During this period, twenty-three (23) complaints were filed of which fifteen (15) were resolved which resulted in fines totaling \$17,473, five (5) remain outstanding,¹ and three (3) were dismissed and/or withdrawn.

Simplify and expedite disposition of campaign finance violations. Representative of this strategy are conciliation agreements which are essentially settlement agreements negotiated by the staff and approved by the Commissioners in a publicly noticed meeting. In this fiscal year, there were four (4) conciliation agreements which were approved resulting in a total of \$260 in administrative fines.

Seek enforcement of the campaign finance laws and rules against violators. Most of the Commission's enforcement actions have focused on the late or unfiled reports. However, other campaign finance violations occurring during this period include twelve (12) excess contributions to candidate or noncandidate committees resulting in a total of \$34,165 escheat to the HECF and \$6,300 in administrative fines, five (5) false name contributions resulting in a \$2,250 escheat to the HECF and \$5,000 in administrative fines, seven (7) committees with a surplus resulting in \$1,345.13 escheat to the HECF, three (3) anonymous contributions resulting in \$377 escheat to the HECF, five (5) late fundraiser notices resulting in \$175 in fines, five (5) failures to timely file the organizational report resulting in \$500 in fines, one (1) failure to report a contribution resulting in a \$500 fine, one (1) excess non-resident contribution resulting in a \$1,000 fine, one (1) foreign contribution resulting in a \$2,000 fine, and ten (10) prohibited expenditure violations resulting in \$1,846.13 in fines.

As for our federal lawsuit, Yamada v. Snipes, et. al., Civil No. CV10-0497 (formerly, Yamada v. Kuramoto, et. al. and Yamada v. Weaver, et. al.), it is pending a decision from the 9th Circuit Court of Appeals who held oral argument on October 9, 2013. Also, pending appellate review concerns plaintiff attorneys' fees and costs which were substantially reduced by the district court.

Evaluate the effectiveness of training modules and revise them as needed. The Commission revised all of its training modules (i.e., guidebooks, manuals, cyber learning videos, powerpoint presentations) in preparation for the 2014 election during this period.

Evaluate the effectiveness of communication efforts and revise them as needed. Current efforts to communicate have been successful – especially, our website, e-blasts, and tweets. We have noticed that oftentimes our tweets get retweeted.

¹ Three (3) of the five (5) outstanding dockets concern applications in First Circuit Court to seek judicial enforcement of Commission orders pursuant to HRS §11-410(d) as a result of noncompliance.

The Commission will continue to identify other mechanisms to communicate with multi-generational audiences and employ such tools as needed.

Encourage compliance to call the Commission, visit the Commission's office, and/or go to the Commission's website for information to comply with campaign finance laws and rules. The Commission handles numerous phone calls, walk-ins, and inquiries daily. There are computers located in our office for committees to file their reports and to seek our assistance.

- **One Year** – Continue to pursue enforcement actions to encourage compliance as well as offer conciliation agreements (where appropriate) to expedite campaign finance violators.
- **Two Year/Five Year** – Identifying other strategies to increase and encourage compliance.

F. Goal - Increase and stabilize the Commission's institutional capacity to carry out its mission.

- **Past Year Accomplishments**

Develop proposals to stabilize funding. The Commission's operating expenses and public financing programs are funded by the HECF which is a trust fund within the state treasury. See, HRS §11-421. Primary revenue sources for the HECF are generated from the \$3 state income tax check-off, the interest generated from the principal, and any funds that escheat to the HECF pursuant to campaign finance laws. Although regular requests are made to the Comptroller to approve paystub messages to government employees to remind them of the \$3 check-off on State tax returns, the number of \$3 tax check-offs continues to decline. The Commission therefore remains concerned about funding. In fiscal year 2014, a total of \$224,620.81 in revenue was generated and a total of \$620,208.43 in expenditures/encumbrances was incurred, thereby closing fiscal year 2014 with a balance of \$2,540,556.18.

As for public funding, the Commission had insufficient funds to run the last year of the pilot Hawaii County Council Comprehensive Public Funding program. The Commission continues to emphasize in legislative testimony and in meetings with legislators that, unlike Hawaii, the Arizona, Maine, and Connecticut clean election programs all have substantial revenue for their programs coming primarily from sources other than the state tax check-off.

In consideration of the HECF's declining balance, the Commission must develop strategies to address the depletion of its funds.

Plan for potential staff transitions and ensure position descriptions are current.

All Commission staff position descriptions were revised and approved by DAGS in July 2013. The revised position descriptions more accurately described job duties and responsibilities and were instructive in conducting staff evaluations in

late 2013. Commission staff continue to build binders to document their duties and responsibilities as well as the steps necessary to carry out their duties and responsibilities. It is expected that as processes and procedures are added, revised, or eliminated, that the binders will be amended accordingly.

Continue Commissioner development through trainings and conferences as well as issuing a Commissioner handbook and orientation of new Commissioners.

With respect to trainings, a training to explain the legislative process was arranged with DAGS representative Robin Yahiku in November 2013.

Commissioners are also regularly updated on any new or developing issues (e.g., court cases, public financing concerns, tax laws, etc.) and provided information from annual COGEL conferences. This year's COGEL conference was held in Quebec, Canada, in December 2013 and was attended by Commissioners Adrienne Yoshihara and Greg Shoda.

- **One Year** – Evaluate options for the Commission to address fiscal situation as well as examine other revenue streams to sustain Commission operations and programs. Continue to add processes and procedures to each position binder to provide smoother transitions in the future.
- **Two Year/Five Year** - Look for additional sources of funding.

IV. Performance Measures

- A. Customer Satisfaction measure – In September 2014, the Commission invited registered candidates, committees, corporations, and email subscribers to participate in an online survey to help the Commission evaluate and improve the effectiveness of operations and communications. The survey was divided into five areas: 1) general background information of the survey taker; 2) communication with or access to the Commission; 3) education and training provided by the Commission; 4) data visualization and searchable database inquiries; 5) compliance and enforcement; 6) public funding; and 7) questions related to the Hawaii Election Campaign Fund, Super PACs and independent expenditures, as well as a general comment question. The Commission was very pleased with the responses and plans to use them to improve efforts to better serve electronic filers and the public. We will also continue to improve our website use by the general public and interest in campaign finance information by analyzing statistical data on the number of visits to our website and determination of what pages have the most viewer interest. Also evaluate training session attendance and hits on website e-training. Gather input from customers seeking phone assistance and attending classes.
- B. Program Standard measure – The number of serious campaign spending law violations should decline as compliance increases as a result of the Commission's widely-publicized investigations, as training sessions increase, as enforcement remains proactive and stable, as public use of the Commission's website increases

including employment of more user friendly tools such as graphics of the data contained in our electronic filing systems.

- C. Cost Effectiveness measure – We believe we can be cost effective if we can continue to carry out our duties and responsibilities without increasing costs significantly. We continually look for new ways to work more efficiently and implement changes accordingly.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS 879, Office of Elections

Contact Person/Phone: Rhowell Ruiz, 453-8683

I. Goal

To provide secure, accessible, and convenient election services to all citizens statewide.

II. Objectives and Policies

To maximize voter participation in the electoral process by developing policies and procedures that encourages registration and turnout.

A. Direct and coordinate election services statewide and assist counties with county elections.

1. Provide election services statewide.
2. Prepare, procure, and control inventory of election ballots for state and concurrently conducted county elections statewide.
3. Provide secure, accessible, and convenient voting services to all eligible voters statewide.
4. Process, tabulate, and distribute election results statewide.
5. Provide computer support services (hardware and software applications) for elections (state and county) and related agencies.
6. Provide logistical and warehousing support for elections (state and county) and related agencies.

B. Provide voter registration services to qualified citizens.

1. Maximize voter registration statewide.
2. Equalize voter registration between districts statewide.

The Office of Elections coordinates its activities to maximize and equalize voter registration in close participation with the Offices of the City/County Clerks.

- C. Provide public education with respect to voter registration and information.

Election information must be made more available to the public. We foresee continued utilization of the Internet and print and electronic media to provide voter education and candidate information.

- D. Maintain data relating to registered voters, elections, apportionment, and districting.

We strive to increase accessibility of information by making statistical data readily available to the general public. We will continue to post election reports, results, and other pertinent information on our office Internet website.

- E. Serve as secretary and furnish all necessary technical services to the Reapportionment Commission.

The Reapportionment Commission convened in 2011. The Office of Elections is responsible for providing administrative and technical support to the Reapportionment Commission. The office has worked with the Department of Census Bureau to ensure records are maintained and updated for the reapportionment.

- F. Provide staff support to the Elections Commission

The Office of Elections shall provide staff support to the Elections Commission as requested. The duties of the Elections Commission are to hold public hearings, investigate and hold hearings for receiving evidence of any violations and complaints, adopt rules pursuant to chapter 91, employ a full-time chief election officer, and advise the chief election officer relating to elections.

- G. Provide staff support to the Board of Registration

We shall continue to provide staff support to the Board of Registration. The purpose of the Board is to hear and decide appeals that arise from a voter challenge or from an appeal of a clerk's decision regarding voter registration.

H. Conduct elections in compliance with all federal and state laws.

This includes, but not limited to, the Help America Vote Act (HAVA), Voting Right's Act (VRA), National Voter Registration Act (NVRA), Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA), Voting Accessibility for the Elderly and Handicapped Act, and American with Disabilities Act (ADA).

III. Action Plan with Timetable

A. Past Year Accomplishments (FY2014)

1. Conducted stand-down activities from the 2012 Primary and General Elections. Reviewed, assessed and evaluated the 2012 activities. Procured election equipment, materials, and supplies.
2. Implemented changes to legislative boundaries from the 2011 Reapportionment.
3. Initiated the design phase of creating the new Statewide Voter Registration System.

B. One-Year (FY2015)

1. Conducted the 2014 Primary and General Elections.
2. Review, assess and evaluate the 2014 Elections activities.
3. Inventory equipment and supplies.
4. Implement new election procedures and materials based on evaluation of 2014 Elections.
5. Procured consultation services to design the new Statewide Voter Registration System.
6. Procured service to build and implement new Statewide Voter Registration system.
7. Procured election equipment, supplies, materials and services.
8. Initiate stand-down activities of the 2014 Election Cycle.

C. Two-Year (as of June 30, 2016)

1. Continue stand-down activities of the 2014 election cycle. Review, assess and evaluate 2016 elections. Inventory and perform preventive maintenance on equipment, inventory and supplies.
2. Initiate and continue preparations for the 2016 Primary and General Elections, including procurement of election equipment and supplies.
3. Implement any new procedures for the 2016 election cycles, based on assessment of previous election cycles.
4. Implement the new Statewide Voter Registration System.

D. Five Years (as of June 30, 2019)

1. To have conducted the 2018 Primary and General Elections.
2. To have fully implemented the new Statewide Voter Registration System.
3. To maintain and monitor Statewide Voter Registration System, in order to assess and if necessary, alter aspects of the system based on its initial usage during the 2018 Primary and General Elections.

IV. Performance Measures

A. Customer Satisfaction Measure

The number of complaints and challenges we receive, on or following each election. This data is important to determine how effectively voters have been informed of their rights and responsibilities and how effectively we have served their communities.

B. Program Standard Measure

The number of people who continue to register to vote and cast their vote on Election Day.

C. Cost Effectiveness Measure

No effective measurement of benefit is available except for feedback from voters and expenditures not exceeding budget amount.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-891/ Enhanced 9-1-1 Board

Contact Person/Phone No.: Thera G. Bradshaw, Executive Director, 213-840-0683
Courtney Tagupa, Deputy Executive Director,
808-447-8919

I. Goal

The goal of the State of Hawaii Enhanced 9-1-1 Board (the Board) is to provide adequate cost recovery for the wireless service providers (WSP), Voice Over Internet Protocol (VoIP) and 9-1-1 public safety answering points (PSAPS) in order to provide enhanced 9-1-1 service for the public access as stipulated in Act 168, SLH 2011 signed into law by the Governor June 27, 2011.

II. Objectives and Policies

The objective of the Board is to administer the collection of the monthly 9-1-1 surcharge for the purposes of ensuring there is adequate funding to deploy and sustain enhanced 9-1-1 service and to develop and fund new and emerging enhanced 9-1-1 technologies. The Board disbursements from the fund to pay for the reasonable costs to lease, purchase, or maintain all necessary equipment. This includes computer hardware, software, and database provisioning, required by the public safety answering point to provide technical functionality for the wireless enhanced 9-1-1 service including any expenses associated with the planning phases and training of personnel in any new and emerging technologies pursuant to the Federal Communications Commission order and the Congressional New and Emerging Technologies Act.

III. Action Plan with Timetable

The Board's action plan is to develop and implement the policies and procedures to meet the goals and objectives of the Board.

A. Past Year Accomplishment

1. Collected revenues totaling \$9,104,911 (\$8,289,339 in wireless surcharges, \$813,232 VoIP surcharges and \$2,340 in interest income).
2. Incurred expenditures and encumbrances totaling \$7,319,499:
 - a. \$6,188,737 PSAP reimbursements.

- b. \$611,345 Department of Budget and Finance special fund assessments.
 - c. \$72,301 Wireless Service Provider cost recovery.
 - d. \$31,209 Board and Committee member interisland travel
 - e. \$415,907 Board administrative expenses.
3. The board retained a contractor through the RFP process retaining TKC Consulting Group, to provide Executive Director Services for the Enhanced 9-1-1 Board through June 10, 2015.
 4. TKC Consulting Group retained Ke'aki Technologies LLC to provide financial and administrative services.
 5. Developed and implemented a 5 year strategic budget plan for the Enhanced 9-1-1 Fund.

B. Year 1

1. Continue reimbursements to the PSAP's and WSP's from the 9-1-1 Fund in order to provide technical functionality for enhanced 9-1-1 service and enhanced 9-1-1 new and emerging technologies..
2. Evaluate the long term financial needs of the 9-1-1 Surcharge and the Enhanced 9-1-1 Fund in order to make recommendations to the legislature on emerging technology improvements to better serve the public through 9-1-1.
3. Monitor and modify as needed the 5 year Strategic Budget Plan through FY2019.
4. Assist PSAPs in planning and facilitation of current and future emerging technologies advancements to improve 9-1-1 services for the public.
5. Assist in the planning, implementation, and community outreach efforts given the expanded capabilities of the new Next Generation IP network that includes texting, pictures, and video.
6. Develop and make recommendations to the legislature on modifications to HRS 138, to assure statewide coordination for 9-1-1 services and further improve the advancements of the IP network implementation for the Next Generation of 9-1-1. HB 1000 passed and the Governor signed Act 168, SLH 2011 into law June 27, 2011.

C. Year 2 to 5

1. Continue to provide reimbursement from the 9-1-1 Fund in order to provide technical functionality for statewide NG911 9-1-1 services.
2. Evaluate the long term financial needs and make recommendations to the legislature on necessary adjustments to the fund and the monthly surcharge.
3. Monitor and modify as needed the 5 year Strategic Budget Plan through FY2020.
4. Assist PSAPs in planning and facilitation of current and future technological advances to modernize and improve 9-1-1 services for the State of Hawaii.
5. Develop and make recommendations to the legislature on modifications to HRS 138, to assure statewide coordination for 9-1-1 services and move the State towards implementation of the Next Generation 9-1-1 technologies that will enable the public to send texts, photos, videos and other data. HB 1000 passed and Act 168, SLH 2011 was signed into law June 27, 2011.
6. Establish parity of surcharge fees collected on 9-1-1 for technologies the public utilizes to connect to 9-1-1 including wireless, VoIP, and prepaid connection service providers.

IV. Performance Measures

The Board developed the following measures of effectiveness, which were reported under the annual performance measure review:

- A. Percent of Public Safety Answering Points (PSAPs) that are maintaining Phase II compliancy.
- B. Percent IP infrastructure implementation to ensure Hawaii's 9-1-1 system can accept new and emerging technologies.
- C. Percent of WSPs that are Phase II and NG911 compliant with all PSAPs.
- D. Estimate percent of next generation 9-1-1 capable PSAP's, WSP, and Public utility provider.

Furthermore, by the nature of this Board, the standard performance measures of Customer Satisfaction, Program Standard, and Cost Effectiveness are not applicable.

- A. Customer Satisfaction Measure – NA
- B. Program Standard Measure – NA
- C. Cost Effective Measure – NA

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-901/General Administrative Services

Contact Person/Phone No.: Kerry Yoneshige/586-0690

I. Goal

The goal of the General Administrative Services program is to provide efficient and effective executive management of the department, internal management and fiscal services, human resources management services, and to streamline and reengineer work processes through computerization, networking and greater utilization of Internet technology.

II. Objectives and Policies

The major objectives of the General Administrative Services program are to enhance program effectiveness and efficiency by formulating policies, allocating resources, administering operations and personnel, and providing DAGS employees with immediate access to information to support their job functions by supplying e-mail, Internet, departmental knowledge database and computer application systems to enhance their work experience and customer service.

III. Action Plan with Timetable

The General Administrative Services program's action plan is to continue to provide executive, administrative, personnel and information technology services as required to meet the goals and objectives of the department.

A. Past Year Accomplishment

1. Administrative Services Office

- a. Continuously processed encumbrances and payments on a timely basis to ensure the employees are paid on time and that vendors are paid promptly.
- b. Maintained the system of accounts in accordance with the State Accounting System.

- c. Coordinated, prepared, and submitted annual reports to the legislature.
- d. Compiled and submitted required departmental supplemental budget documents for the fiscal year 2015.
- e. Administered the purchasing card (pCard) program which includes all eligible divisions, staff offices, district offices, and attached agencies. For FY 14, average monthly pCard purchase transactions represented 52% (or approximately 1,150 purchase transactions) of total purchase transactions.
- f. Implemented the midyear transition from Hawaii Electronic Procurement System (HePS), to a new electronic procurement application, the State of Hawaii eProcurement System (HIePRO).
- g. Coordinated and maintained the HePS and HIePRO during the year for the department's procurements of \$15,000 to less than \$100,000.
- h. Updated four of the six modules in the Procurement and Payment Handbook/Website which was developed in 2008. The purpose of this website is to provide departmental employees with a central website that would contain the instructions/procedures to guide them in procuring and paying approximately 80% of their transactions.
- i. Completed the final HGEA Favorite Nation negotiated payroll adjustments for overtime, temporary assignments, and salary overpayments.
- j. Completed the updating of the position descriptions which were approved by the DAGS Personnel Office. The revised position descriptions will more accurately account for job duties and responsibilities and aid in the planning for potential staff transitions.
- k. Developed the Pre-Audit Clerks Training Checklist to ensure that new staff is trained properly and able to learn the job responsibilities within a reasonable and systematic timeframe.

2. Personnel Office

- a. Continuously processed personnel transactions on a timely basis to ensure that employees properly and promptly received compensation, benefits and other employment services; and to ensure that the human resources needs of all of the department's programs were met.
- b. Completed 151 recruitment actions. Completed 156 position classification actions.
- c. Advised programs on grievances, contract interpretations, consultations with unions, investigations of employee incidents, disciplinary actions, substandard performance, safety issues, recruitment and selection, personal services contracts and family leave.
- d. Coordinated compensation adjustment effective July 1, 2014, for employees in BU: 2, 3, 4, 13 and their excluded counterparts, and Within Range Progression (WIRP) and other pay adjustments for EMCP and appointed officials. Coordinated compensation adjustment effective April 1, 2014 and October 1, 2014, for BU:01 employees.
- e. Expedited the establishment and filling of multiple key positions for the Office of Information and Management Technology (OIMT).
- f. Served as lead department in drafting and reviewing over 80 Business Process Diagrams for all human resource processes at the departmental level as the first step in the State's Enterprise Resource Planning (ERP) Project.
- g. Collected and compiled Quarterly Staffing Reports to the Department of Budget & Finance; quarterly Grievance Reports to the Department of Human Resources Development (DHRD); monthly Directed Leave Reports to DHRD; monthly Personnel Data Reports to House Committee on Finance; Annual Vacation and Sick Leave Accruals to DAGS – Accounting Division, and annual Occupational Safety and Health Administration (OSHA) Report to the Department of Labor and Industrial Relations.

3. Systems and Procedures Office

- a. Configured and installed a network attached storage server to back-up all computer application systems on the DAGS network.
- b. Configured and installed a rack mounted server with virtual servers to consolidate and reduce the number of physical servers currently in operation for the department.

B. Year 1

1. Administrative Services Office - Provide continuous administrative support to the department by:

- a. The timely processing of encumbrances and payments to ensure the employees are paid on time and that vendors are paid promptly to avoid any late vendor payment interest charges. Maintenance of a system of accounts in accordance with the prescribed State Accounting System.
- b. The coordination, preparation, and submission of annual reports to the Legislature.
- c. The preparation and coordination of departmental budgets for the Department of Budget and Finance and the Legislature.
- d. The administration of the pCard program for the department.
- e. Training the three new Pre-Audit Clerk I positions hired in October and November 2014 capably and efficiently. These new hires represents 75% of the Pre-Audit Clerk I staff.
- f. Updating the remaining two modules of the Procurement and Payment Handbook/Website for DAGS staff.

2. Personnel Office

- a. Continue to process personnel transactions on a timely basis to meet the needs of employees and programs.
- b. Ensure that the Department continues to comply with all State and Federal employment laws, rules, and regulations; and collective bargaining agreements in the most efficient and effective manner.

- c. Continue to participate in the statewide program and policy development efforts to ensure that the department's human resource needs, concerns, and wants are addressed.
 - d. Continue to develop new policies, programs, guidelines and training that meet the needs of departmental managers and employees, and help improve relationships and operations both within and outside of the Department.
 - 3. Systems and Procedures Office
 - a. Migrate the State Foundation on Culture and the Arts to the Information and Communication Services Division's General Private Cloud and decommission their physical servers.
 - b. Migrate the State Procurement Office to the Information and Communication Services Division's General Private Cloud and decommission their physical server.
 - c. Migrate all of the department to the Information and Communication Services Division's Statewide Active Directory.
- C. Year 2
 - 1. Administrative Services Office - Continuation of items a to e in Year 1.
 - 2. Personnel Office – Continuation of items a to d in Year 1.
 - 3. Systems and Procedures Office
 - a. Provide technical assistance in converting and migrating the Work Order System from traditional green screen interactive computer application to Browser and Web-based computer application to provide accessibility beyond the department.
 - b. Provide technical assistance in converting and migrating the BJ-2A Project Tracking and Project Priority Systems from interactive computer application to Browser and Web based computer application to provide accessibility beyond the department.

D. Year 5

1. Administrative Services Office – Continuation of items a to d in Year 1.
2. Personnel Office – Continuation of items a to d in Year 1.
3. Systems and Procedures Office
 - a. Redesign the Vacation and Sick Leave System to a Web based system and distribute to all of the DAGS divisions, staff and district offices, and attached agencies. This system will be user friendly with graphical user interfaces and browser based. Because it will have a central database, departmental reports can be easily generated for the Department of Human Resources Development or external organizations such as employee unions.
 - b. Develop and implement a departmental cost control system that will utilize the office staff and open source software for this project. This system is intended for management to better monitor their expenditures.
 - c. Design, configure and implement a departmental data warehouse that will hold data from all the various computer application systems pertaining to DAGS. Management will be able to extract data to support future plans or decisions. For example, management could query the data warehouse to find out the payroll costs to maintain the Kalanimoku Building on an ongoing basis.

IV. Performance Measures

- A. Customer Satisfaction Measure – If there are suggestions and/or complaints, an annual written survey/evaluation for agencies affected by each office will be developed and distributed. The results will then be evaluated and any area of concern identified by the users will be addressed.
- B. Program Standard Measure
 1. Administrative Services Office – Monitor the number of days to internally process vendor payments to achieve the performance standard of seven working days, number and amount of instances of interest paid for late vendor payments as compared to other state

departments, and timeliness and accuracy of budget submissions to the Department of Budget and Finance.

2. Personnel Office – Number of Request for Personnel Actions received and processed within a reasonable time period. Number and type of policies, programs, guidelines and training developed, implemented, and/or provided.
3. Systems and Procedures Office – Number of user requests completed by the desired completion date. Number of man-hours saved due to implementation or enhancement of computer system. Number of DAGS' users with e-mail and Internet access. Number of hits per month to the departmental intranet site.

C. Cost Effectiveness Measure

1. Administrative Services Office – Reduction of interest on late vendor payments. Continue to monitor funding requirements of DAGS' programs to ensure compliance with appropriation limits. Office expenditures not exceeding budget amount.
2. Personnel Office – Provide programs and services with little or no additional cost. Office expenditures not exceeding budget amount.
3. Systems and Procedures Office – Job assignments completed within projections. Greater utilization of electronic routing and filing of documents. Office expenditures not exceeding budget amount.

FORMAL EDUCATION

AGS 807 School Repair and Maintenance-Neighbor Island Districts

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-807/School Repair and Maintenance – Neighbor
Island Districts

Contact Person/Phone: Jerry Watanabe/974-6400(Hawaii)
Wade Shimabukuro/877-3305(Maui)
Eric Agena/274-3033(Kauai)

I. Goal

The program will strive to provide timely, responsive, quality, cost effective, and innovative repair and maintenance services to public schools on the islands of Hawaii, Kauai, Maui, Molokai, and Lanai.

II. Objectives and Policies

A. Objectives and policies have been established in the Service Level Agreement (SLA) between the Department of Education (DOE) and the Department of Accounting and General Services (DAGS) dated July 1, 2005 and subsequent amendments. Those objectives which are for the neighbor islands only are as follows:

1. Emergency Work Orders – 90% abated within twenty-four (24) hours. 85% completed and/or secured within three (3) days.
2. Regular Repairs – 75% of total work orders received on or after July 1, 2008, completed within twelve (12) months. Backlogged work orders received prior to July 1, 2009, shall be completed by priority and contingent upon DAGS receiving adequate resources and funding from DOE.
3. The performance objectives outlined above are based on the following assumptions:
 - a. DAGS is not executed or assigned to perform in-house major R&M or staff contract projects during this time period.
 - b. Number of emergency and minor work orders received during any time period is similar to average historic number of work orders received during same time period.

- c. Sufficient funds are available to purchase materials and supplies and hire contractors.
 - d. Staffing at the DAGS district offices is not significantly reduced.
- 4. Monitor U fund expenditures and adjust U fund budget amounts as necessary.
- 5. Continue the cycle maintenance program at schools.
- 6. Administer service contracts such as refuse collection, elevator maintenance, air conditioning maintenance, grease trap maintenance, septic system maintenance, tree trimming, fire alarm, and program bell maintenance, etc.
- B. Utilize, maintain, and update the DOE Maximo work order system for emergency and minor repairs.
- C. Utilize, maintain, and update the DOE FACTRAK system to manage larger repair and construction projects.
- D. Six Year Plan – Work with DOE to develop a Six-Year Plan for the minor repair component of the school repair and maintenance program. This plan will complement the Department of Education’s administration of the School R&M Program to deliver timely and responsive services.
- E. Reduce accidents and injuries by providing safety equipment and training to employees.
- F. Promote the use of modern tools and procedures to maximize worker productivity and efficiency.
- G. Replace computer hardware and software as needed to prevent obsolescence as funds permit.
- H. Reduce the number of outstanding minor repair work orders.
- I. Work to maximize limited program funds. Obtain the best values when purchasing services, materials, and supplies. Limit off island travel to essential trips only. Work overtime at distant locations such as Hana to avoid or minimize consecutive trips.

- J. Conserve energy and natural resources by installing energy efficient light fixtures and lamps. Conserve water by installing low flow plumbing fixtures and responding promptly to water leak emergencies.
 - K. Use online meeting resources such as video conferencing and internet meeting applications to save time and reduce travel expenditures.
- III. Action Plan and Timetable
- A. Past Years Accomplishments

The neighbor island programs have for the most part met and achieved the goals and objectives contained in the SLA. This has been accomplished despite vacancies within the program.
 - B. Year One

The program will concentrate on accomplishing and refining objectives A through K, listed above, despite budget restrictions. The primary focus will be to meet the criteria set forth in the SLA. This SLA is currently being revised to include the Oahu DOE's Facilities Maintenance Branch so that all islands are working with the same performance criteria. Additionally, efforts will be made to keep the number of backlogged work orders to a minimum. DOE and DAGS representatives will work closely to assure that work performed is prioritized appropriately at the district level to ensure that the available funding is maximized and that essential needs of individual schools are met.
 - C. Year Two through Five

The program will continue with any unfinished objectives and any new initiatives that may be identified. The SLA will be amended as necessary to provide optimum service to all public schools. Priority items will be expedited as needed. Systematic replacement of older R&M vehicles will become a higher priority once economic conditions improve.
- IV. Performance Measures
- A. Customer Satisfaction Measure

Monthly reports indicating work completed for the month and fiscal year to date compared with performance shall be submitted to DOE. Meetings with DOE and DAGS representatives will be held periodically to discuss compliance with SLA objectives and amendments if necessary. Feedback

will be obtained from schools with regard to quality of work, timeliness of repairs, and courtesy of DAGS employees.

B. Program Standard Measure

Standards and practices comparable to the private sector will be formulated and monitored through internal staff inspections. Areas of concern will be corrected through established response criteria.

C. Cost Effectiveness Measure

Private sector costs will be solicited and maintained to assure competitiveness. Additionally, annual costs will be monitored and any significant variance in expenditures shall be evaluated and corrective measures implemented as needed.

CULTURE AND RECREATION

AGS 818	King Kamehameha Celebration Commission
AGS 881	State Foundation on Culture and the Arts
AGS 889	Spectator Events and Shows-Aloha Stadium

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-818/King Kamehameha Celebration Commission

Contact Person/Phone No.: Lehua Kalima & Elmer Ka'ai/586-0333

I. Goal

On December 22, 1871 King Kamehameha V established June 11 as a national holiday in memory of his grandfather and founder of the Hawaiian Kingdom, King Kamehameha I. The first celebration was held on June 11, 1872 and the holiday has been observed ever since. In 1939 the legislature of the Territory of Hawaii established the King Kamehameha Celebration Commission, which formalized the events' planning and coordination by the Hawaiian nobility. Upon statehood in 1959, the holiday was the first to be recognized in the Hawai'i state constitution.

The commission's goal is to commemorate the legacy of King Kamehameha I through culturally appropriate and culturally relevant celebrations that are coordinated throughout various venues statewide.

II. Objectives and Policies

- A. Lei-draping – to dress the statues of Kamehameha in Honolulu, Hāwī, and Hilo with lei in a ceremony marked by Hawaiian tradition, language and culture.
- B. Parade – to hold parades in Honolulu, Hāwī, Kailua-Kona, Lahaina, & Kāpa'a that celebrate Kamehameha's life and legacy, ensuring participants' and public safety.
- C. Ho'olaulea – to hold festivals in Honolulu, Hāwī, Kailua-Kona, Lahaina and Kāpa'a that promote Hawaiian tradition, food, and culture.

III. Action Plan and Timetable

A. Past Year Accomplishments (July 1, 2013 to June 30, 2014)

- 1. The Kamehameha statue Lei Draping ceremony in Honolulu was held in the late afternoon on Wednesday, June 11, 2014. The Royal Hawaiian band performed prior to the ceremony at Ali'iolani Hale, Kahu Kordell Kekoa opened the ceremony with a pule, There were approximately 230-300 in attendance at the event.

2. The 98th annual King Kamehameha Floral parade in Honolulu once again started at 'Iolani Palace at 9 a.m. on Saturday June 14, 2014, traversed through Waikīkī and ended at Kapi'olani Park.
3. The Honolulu ho'olaule'a was also held on Saturday, June 2014 at 'Kaka'ako Waterfront Park with free entertainment, food and cultural demonstrations.
4. The lei from the ceremony were removed by the commission on the Monday following the parade and placed at the Kamehameha crypt at Mauna Ala in Nu'uaniu.
5. Lei Draping Ceremony at the Hilo Kamehameha Statue at 5 p.m. on June 10, 2014.
6. Kamehameha Day Lei draping, parade and ho'olaule's in Kohala on June 11, 2014.
7. A ho'olaule'a at Moku Ola in Hilo on June 10, 2014.
8. Parade and Ho'olaule'a along Ali'i Drive and the King Kamehameha Hotel parking lot in Kailua-Kona on Saturday June 1, 2014.
9. Parade and Ho'olaule'a along Front Street and Kamehameha 'Iki park in Lahaina, Maui on Saturday, June 14, 2014.
10. Parade and Ho'olaule'a along Rice Street and Vidinha Stadium in Lihu'e, Kaua'i on Saturday, June 14, 2014.

B. Year 1 (July 1, 2014 to June 30, 2015)

1. 100% of all media write-ups will include Hawaiian language.
2. 100% of all media write-ups will utilize correct Native Hawaiian grammar and syntax.
3. 100% of all celebration events will have over 75% of activities grounded in Native Hawaiian tradition and culture.
4. 50% of all grants written will be funded.
5. At least one event will be held on each major Hawaiian island.
6. Establish Administrative Rules for the commission.
7. Work with already-established neighbor island celebrations to coordinate statewide planning.
8. Seek sponsorship monies from private businesses and organizations to help fund celebration events on all islands.
9. Begin planning for the 100th parade in 2016 in Honolulu. Seek state funds through 2015-2017 operation biennium budget.

C. Year 2 (July 1, 2015 to June 30, 2016)

1. Continuation of Year 1 activities.
2. Continue planning for 100th parade in 2016 in Honolulu and hold extraordinary Parade and ho'olaule'a to celebrate 100th anniversary of the O'ahu Floral Parade

D. Year 3 (July 1, 2016 to June 30, 2017)

1. Continuation of items 1 to 8 in Year 1.

E. Year 4 (July 1, 2017 to June 30, 2018)

1. Continuation of items 1 to 8 in Year 1.

F. Year 5 (July 1, 2018 to June 30, 2019)

1. Continuation of items 1 to 8 in Year 1.

IV. Performance Measures

A. Customer Satisfaction Measure

1. Percentage of general public surveyed for satisfaction. (Goal: 25)
2. Percentage of general public surveyed who were satisfied. (Goal: 100)
3. Percentage of vendors surveyed for satisfaction. (Goal: 100)
4. Percentage of vendors surveyed who were satisfied. (Goal: 75)

B. Program Standard Measure

1. Percentage of all events coming in at, or below, budget. (Goal: 100)
2. Percentage of all accidents or injuries arising from celebration events. (Goal: 0)
3. Percentage increase of attendance at Honolulu parade. (Goal: 5)
4. Percentage increase of participation in the Honolulu parade. (Goal: 5)
5. Percentage of program compliance with State of Hawai'i rules, including procurement, contract management, and personnel. (Goal: 100)

C. Cost Effectiveness Measure

1. Percentage of all media write-ups will include Hawaiian language. (Goal: 100)
2. Percentage of all media write-ups that will utilize correct Native Hawaiian grammar, syntax. (Goal: 100)
3. Percentage of all celebration events that will have over 75% of activities grounded in native Hawaiian tradition, culture. (Goal: 100)
4. Number of grants funded. (Goal: 50%)
5. Percentage (25% for each major island) of at least one event that will be held on each major Hawaiian island. (Goal: 100)

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2015

Program ID/Title: AGS-881/State Foundation on Culture and the Arts

Contact Person/Phone: Jonathan Johnson, Executive Director/586-0301

I. Goals

The mission of the State Foundation on Culture and the Arts is to promote, perpetuate, preserve and encourage culture and the arts as central to the quality of life of the people of Hawai'i. The agency is guided by a strategic plan adopted in July 2014; effective through June 30, 2018. The plan is required as a condition of the agency's federal partnership with the National Endowment for the Arts (NEA).

In this report we'll discuss our accomplishments relative to the 2014 fiscal year, as well as projections of program activities for future years through FY 2019.

II. Objectives and Policies

Objectives and policies of the FY2014-2018 strategic plan are as follows:

#1 – Advance the Arts and Culture in Hawai'i through **ADVOCACY**

#2 – Increase **ACCESSIBILITY** to Arts and Cultural Programs for Underserved groups

#3 – Strengthen **ARTS EDUCATION** Pre-K through 12 and plan for **LIFELONG LEARNING**

#4 – Actively encourage and support **NATIVE HAWAIIAN** culture, arts, artists and practitioners

#5 – **BUILD CAPACITY** and **MAXIMIZE ASSETS** to ensure the Hawai'i State Foundation on Culture and the Arts is strong, sustainable, and capable of achieving its goals

III. Action Plan with Timetable

The following reflects accomplishments during FY 2014 and continues with projected accomplishments for FY2015 through FY 2019. As immediate follow-up to ensure that the plan is effectively implemented, two meetings are scheduled in November 2014 when the SFCA Commission and staff engage in facilitated discussions to articulate each program's action steps to implement the plan.

Strategic Plan FY 2014-2018

Priority 1. Advance the arts and culture in Hawai‘i through advocacy.

a. Past Year Accomplishments (FY2014): Continued partnerships with local, regional and national arts organizations to strengthen the national arts network. Sustained federal partnership grant from the National Endowment for the Arts (NEA) at \$641,900. Represented Hawai‘i at national and regional leadership meetings. Appointed Jonathan Johnson, senior staff member of 26 years, to executive director. Preserved one percent for art law during Legislative Session; passed HCR 167 to plan the celebration of the agency’s fiftieth anniversary.

b. One Year (FY2015): Began planning for SFCA’s 50th Anniversary celebration per HCR 167 with appointed Celebration Task Force; continue working with art advisory committee on art commission honoring the late U. S. Senator Inouye; conducted artist selection for commission honoring the late U. S. Representative Patsy Mink; sustain funding from the NEA; convene Biennium Grants application/review process for FB 2016-17. Award 70 statewide grants through Biennium Grants Program at \$500,000, despite sizeable cut to meet General fund reduction. Complete portrait of Governor Abercrombie. Initiate social media campaign in support of SFCA programs. Create and convene HiSAM Advisory Committee to formally plan museum exhibitions. Opened new exhibit in HiSAM in September 2014.

c. Two Years (FY 2016): Celebrate the SFCA’s 50th anniversary with full slate of events, performances and statewide activities. Complete commissioned work of art honoring the late U. S. Representative Patsy T. Mink. Sustain funding from the NEA. Award approximately 70 grants from Biennium Grants Program to statewide communities for arts programming. Secure new resources to initiate new program ideas with additional funding sources. Launch marketing campaign to promote SFCA programs and initiatives.

d. Five Years (FY 2019): Produce the agency’s next strategic plan effective FY 2019-23. Continue the national arts dialog through maintaining affiliations with the National Assembly of State Arts Agencies, Western States Arts Federation, American Alliance of Museums, and local nonprofit cultural organizations. Sustain funding from the NEA and Works of Art Special Fund.

Priority 2. Increase accessibility to arts and cultural programs for underserved groups.

a. Past Year Accomplishments (FY 2014): Awarded more than \$200,000 in grants to neighbor island communities for arts programming with support from the NEA (federal funds) and the State Legislature (General funds); served 68 public and charter schools and 11,000 people statewide through the Artists in the Schools Program, Art Bento, and professional development initiatives for teaching artists and classroom teachers. Conducted art acquisition visits to exhibitions throughout the state; sustained SFCA’s partnership with the University of Hawaii’s Outreach College and its statewide touring program SCEP (Statewide Cultural Extension Program) that served 9,000 people on six islands; broadened the reach of Poetry Out Loud to attract 8,600 high school students from 16 schools; Presented “Hula Kapa Maui” at Maui Arts & Cultural Center in January 2014 with multiple educational and performance venues (6,028 attendance). Performed art rotation on O‘ahu and Hawai‘i Island.

b. One Year (FY2015): Award more than \$200,000 in grants to neighbor island communities for arts programming with support from the NEA (federal funds) and the State Legislature (General funds); serve approximately 70 public and charter schools and 11,000 people statewide through the Artists in the Schools Program, Art Bento, and professional development initiatives for teaching artists and classroom teachers. Conduct art acquisition visits to exhibitions throughout the state; sustain SFCA’s partnership with the University of Hawaii’s Outreach College and its statewide touring program SCEP (Statewide Cultural Extension Program), serving 9,000 people on six islands; continued outreach to high schools thru Poetry Out Loud competition; Presented “Hula Kapa Kaua‘i” at Kaua‘i Community College with multiple educational and performance venues (more than 900 attendance). Debut documentary on kapa project on PBS (7 screenings on multiple islands). Perform art rotation on O‘ahu, Hawai‘i Island, Maui.

c. Two Years (FY 2016): Award more than \$200,000 in grants to neighbor island communities for arts programming with support from the NEA (federal funds) and the State Legislature (General funds); serve approximately 70 public and charter schools and 11,000 people statewide through the Artists in the Schools Program, Art Bento, and professional development initiatives for teaching artists and classroom teachers. Travel SFCA art exhibit to neighbor island(s); conduct art acquisition visits to exhibitions throughout the state; sustain SFCA’s partnership with the University of Hawaii’s Outreach College and its statewide touring through SCEP (Statewide Cultural Extension Program), serving 9,000 people on six islands. Continue outreach to high schools thru Poetry Out Loud competition. Present “Hula Kapa O‘ahu” at HiSAM with multiple educational and performance venues as a featured component of SFCA’s 50th anniversary celebration. Perform art rotation on O‘ahu, Hawai‘i Island, Maui. Launch Public Art Archive, SFCA’s digital access program, especially important for access to neighbor island public art.

d. Five Years (FY 2019): Award more than \$200,000 in grants to neighbor island communities for arts programming with support from the NEA (federal funds) and the State Legislature (General funds); serve approximately 70 public and charter schools and 11,000 people statewide through the Artists in the Schools Program, Art Bento, and professional development initiatives for teaching artists and classroom teachers. Conduct art acquisition visits to exhibitions throughout the state; sustain SFCA’s partnership with the University of Hawaii’s Outreach College and SCEP, its statewide touring program, serving 9,000 people on six islands; continue outreach to high schools thru Poetry Out Loud competition; Archive kapa documentary at State Archives, State Libraries and national cultural institutions. Perform art rotation on O‘ahu, and one to two neighbor islands.

Priority 3. Strengthen Arts Education Pre-K through 12 and plan for Lifelong Learn

a. Past Year Accomplishments (FY 2014): Implemented ARTS FIRST initiatives including drama mentorship, professional development for teaching artists and teachers and conducting summer institutes for teachers on O‘ahu and Maui. Continued Artists in the Schools Program (\$430,600) and convened a task force to evaluate and recommend improvements to the program and process; 68 schools, 11,000 students served statewide. Sponsored continuing education course at Kaua‘i Community College with artist in residence in the Art in Public Places Program. Sponsored Scholastic Art Exhibition at HiSAM, student art exhibition at Hawai‘i Convention

Center and Poetry Out Loud recitation competition open to high school students statewide. More than 8,600 students took part. Increased Art Bento classes providing hands-on art exercises for students with HiSAM tours; continued Second Saturdays for families, including children and older adults that provide hands-on intergenerational art workshops in HiSAM; continued museum tours for school children and older adults. Continued with implementation of strategic plan for ARTS FIRST Partners FY 2013-2018. Extended outreach efforts for educational programs to Title I schools.

b. One Year (FY 2015): Implement ARTS FIRST initiatives including drama mentorship, professional development for teaching artists and teachers and conducting summer institutes for teachers on O‘ahu and Maui. Continue Artists in the Schools Program (\$430,600) and convene a task force to evaluate and recommend improvements to the program and process; approximately 70 schools, 11,000 students to be served statewide. Sponsor Scholastic Art Exhibition at HiSAM, student art exhibition at Hawai‘i Convention Center and Poetry Out Loud recitation competition open to high school students statewide. Increase Art Bento hands-on art exercises for students with HiSAM tours; continue Second Saturdays for families and children that provide hands-on intergenerational art workshops in the museum; continue museum tours for school children and older adults. Continue with implementation of strategic plan for ARTS FIRST Partners FY 2013-2018. Continue to extend outreach efforts for educational programs to Title I schools.

c. Two Years (FY 2016): Implement ARTS FIRST initiatives including drama mentorship, professional development for teaching artists and teachers; conducting summer institutes for teachers on O‘ahu and Maui. Continue Artists in the Schools Program (\$430,600) and convene a task force to evaluate and recommend improvements to the program; serve approximately 70 schools and 11,000 students statewide. Sponsor Scholastic Art Exhibition at HiSAM, student art exhibition at Hawai‘i Convention Center and Poetry Out Loud recitation competition open to high school students statewide. Sponsor Scholastic Art Exhibition at HiSAM, student art exhibition at Hawai‘i Convention Center and Poetry Out Loud competition open to high school students statewide. Continue to conduct Art Bento hands-on art exercises for students in conjunction with HiSAM tours; continue Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM; continue museum tours for school children and older adults statewide. Launch new HiSAM exhibit featuring college art. Summarize and evaluate implementation of strategic plan for ARTS FIRST Partners FY 2013-2018. Assess/extend educational outreach efforts to Title I schools.

d. Five Years (FY 2019): Implement ARTS FIRST initiatives including drama mentorship, professional development for teaching artists and teachers and conducting summer institutes for teachers on O‘ahu and Maui. Continue Artists in the Schools Program (\$430,600) and convene a task force to evaluate and recommend improvements to the program and process; serve approximately 70 schools, 11,000 students statewide. Sponsor Scholastic Art Exhibition at HiSAM, student art exhibition at Hawai‘i Convention Center and Poetry Out Loud competition open to high school students statewide. Increase Art Bento hands-on art exercises for students in conjunction with HiSAM tours; continue Second Saturdays for families, including children and older adults, that provide hands-on intergenerational art workshops in HiSAM; continue museum tours for school children and older adults statewide. Launch new HiSAM exhibit featuring college art. Launch new ARTS FIRST Partners strategic plan for FY 2019-2024. Perform educational outreach efforts for educational programs to Title I schools.

Priority 4. Actively encourage and support Native Hawaiian culture, arts, artists and practitioners.

a. Past Year Accomplishments (FY 2014): Completed 4 Folk and Traditional Arts Apprenticeships with positive results; Evaluating outcomes of initial “Folk & Traditional Arts Learning Grants” for youth. Two grants were awarded in 2013 at \$20,000 total. Sent Arielle Lehuanani Simon, assistant theatre manager at Leeward Community College, to “Emerging Young Leaders of Color,” a forum sponsored by the Western States Arts Federation (WESTAF). Presented “Hula Kapa Maui” at Maui Arts & Cultural Center in January 2014 with multiple educational and performance venues (6,028 attendance). Awarded art commissions to Native Hawaiian artists and initiated art projects in communities with high percentage of Native Hawaiians (e.g. Kaneohe, Hilo).

b. One Year (FY 2015): Launch new application period for Folk & Traditional Arts Learning grants for youth. Continue working with new master artists/apprentices teams. Continue outreach to Hawaiian arts and cultural community. Sponsored “Hula Kapa Kaua‘i” with Ka Aha Hula O Halauaola consortium. This multi-venue exhibition and performance event at Kaua‘i Community College attracted an attendance of 750. Debut “Ka Hana Kapa” statewide – documentary on kapa-making produced by PBS. Seven statewide screenings scheduled. Work with Native Hawaiian community of artists, cultural practitioners and interpretive specialists to create Native Hawaiian Art Advisory Committee to address cultural issues in SFCA program areas. Mount voyaging exhibit at HiSAM to commemorate the voyage of the Hokule‘a. Art Advisory Selection Committee visits to neighbor islands planned to view work of Native Hawaiian artists in various statewide exhibits.

c. Two Years (FY 2016): Implement projects thru Folk & Traditional Arts Learning grants for youth. Continue “Hawaiian Performing Arts Youth Outreach.” Conclude second year of Folk Arts apprenticeships and launch apprenticeship process for new grants to masters and their apprentices. Mount kapa exhibit at Hawai‘i State Art Museum in celebration of the SFCA’s 50th anniversary. Continue working with Native Hawaiian community of artists, cultural practitioners and interpretive specialists on Native Hawaiian Art Advisory Committee to address cultural issues in SFCA program areas. Artist in residence Solomon Enos working on commission at Castle High School. Art Advisory Selection Committee visits to neighbor islands planned to view work of Native Hawaiian artists in various statewide exhibits.

d. Five Years (FY 2019): Conclude and evaluate Folk & Traditional Arts Learning grants for youth. Continue “Hawaiian Performing Arts Youth Outreach” and awarding of Folk Arts apprenticeships. Archive kapa documentary with State Archives and consider national/international promotion of the documentary. Consider publication of a catalog on the kapa project. Continue working with Native Hawaiian Art Advisory Committee to address cultural issues in SFCA program areas; review, discuss and implement committee’s recommendations. Art Advisory Selection Committee visits to neighbor islands planned to view work of Native Hawaiian artists in various statewide exhibits.

Priority 5 –Build capacity and maximize assets to ensure the Hawai‘i State Foundation on Culture and the Arts is strong, sustainable, and capable of achieving its goals.

a. Past Year Accomplishments (FY 2014): Maintained positive standing with NEA and other national service and regional arts organizations. Mounted 3 new exhibitions in HiSAM.

Performed outreach for HiSAM and the Art in Public Places Program through art acquisition selection committee visits statewide. Continued to develop online programs. Continued full schedule of commissions work, art rotations at the Capitol and on neighbor islands, as well as acquiring new works for the Art in Public Places Collection. Continued to implement “Art at the Capitol” to introduce public art to legislators and the public. Began work on art commissioned to honor the late U. S. Representative Patsy Mink. Initiated work on the Hawai‘i State Capitol District Monuments Master Plan. Continued HiSAM initiatives: Art Bento for public schools, Art Lunch lecture series, First Fridays, Second Saturdays and themed exhibitions. Published monthly online newsletter to circulation of 3,000; maintained agency’s website, including migration to new State website created by ICSD.

b. One Year (FY 2015): Maintain good standing with NEA and other national and regional arts service agencies. Continue Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM and First Friday events that develop arts audiences.

Perform outreach for HiSAM and the Art in Public Places Program through acquisition selection visits statewide. Help to boost The Friends of HiSAM and docent and volunteer programs. Perform full schedule of art rotations in the Capitol, other O‘ahu locations, Hawai‘i Island and Maui; continue with digital assets management research and implementation for the Art in Public Places Collection. Continue distribution of monthly online newsletter; maintaining agency’s website; increasing agency and museum visibility through social media. Develop sustainable facility rental program for the museum. Implement statewide conservation program for commissioned works of art; propose integrating conservation costs into the construction contract.

c. Two Years (FY 2016):

Continue museum activities: Art Bento, Art Lunch, Second Saturdays, First Fridays and themed exhibitions. Perform full schedule of art rotations in the Capitol and neighbor islands; launch Art in Public Places Collection online for public access. Continue distribution of monthly online newsletter; maintaining agency’s website; increasing agency and museum visibility through social media and digital programming. Maintain good standing with NEA and other national and regional arts service agencies. Develop new revenue sources for non-revenue generating programs. Continue working with the Friends of HiSAM to develop consistent revenues to support the museum.

d. Five Years (FY 2019): Adopt the agency’s new strategic plan, FY 2019-2023. Maintain good standing with NEA and other national and regional arts organizations. Continue to strengthen revenue streams through research, field connections, dialog with national arts service and regional arts agencies. Continue museum initiatives, educational programs, rentals and themed exhibitions. Continue with art commissions, art rotations at the Capitol and neighbor islands. Publish monthly online newsletter and maintain agency’s website. Continue with efforts on social media campaign.

IV. Performance Measures

- A. **Customer Satisfaction measure** – The SFCA Folk Arts Program was reviewed by an advisory committee and recommendations were forwarded to the SFCA Commission. The SFCA grants program is evaluated through panelist evaluations and through continued assessment by the SFCA grants review committee. All panel allocations must be reviewed and approved by the SFCA Commission. Final reports from contracting organizations provide both the SFCA and the NEA with comparative data regarding the effectiveness of grant activities in the community. Grants applications and all contract forms are online at our agency’s website. Museum exhibitions are evaluated through attendance, independent visual arts reviewers, media coverage, and SFCA debriefings. Arts education activities are reviewed through evaluations from teachers and teaching artists.
- B. **Program Standard measure** – Assessed effectiveness of previous strategic plan implementation through formal and facilitated benchmarking process. Aligned FY 2014 agency projects and FY2015 grants projects with strategic plan. Assessed competitiveness of federal partnership application based on panelist comments received from the NEA. The need for reorganizing and making program adjustments is pending the completion of a management audit performed by the Legislative Auditor this past summer. A facilitated discussion with administrators of the Western States Arts Federation is scheduled for November 2014 with staff and Commission to further delineate action steps needed for the strategic plan. Provide NEA with federal descriptive reports, documenting use of grant funds and interpreting effectiveness.
- C. **Cost Effectiveness measure** – Continue to provide programs and services capable of reaching a broad-based constituency; assess the amount of staff time involved in providing these services and implementing programs; monitor audience and participant group attendance at SFCA supported/sponsored events; target specific underserved populations such as immigrant and low income families, youth/students, older adult communities, and persons with disabilities. Provide NEA with federal descriptive reports, documenting use of grant funds.
- D. **Media coverage measure** – In the interest of transparency, use of best practice approaches when promoting the agency and its programs. The SFCA not only responds to inquiries from the media, but also continually provides the public with requested information regarding its collections, exhibitions, programs and acquisitions policies. Public perception of our agency is important to us. We are striving to communicate consistently and coherently on policy and issues.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES, AND POLICIES

January 2015

Program ID/Title: AGS-889/Spectator Events & Shows/Stadium Authority

Contact Person/Phone: Russell Uchida/483-2753

I. Goals

A. Administrative Services Branch

Continuing commitment to cost efficiency, productivity, and customer service.

B. Engineering and Maintenance Branch

To provide a facility that is safe, clean, and comfortable for conducting sporting and recreational events.

To provide a smooth transition to either new or refurbished stadium with little or no effect on patrons attending events at the stadium.

To provide a smooth integration of the new HART station to ensure that patrons will be able to optimally utilize this new transit option.

C. Box Office Branch

Continued effort to improve ticket selling services for the general public, as well as, enhancing internal controls and efficiency of box office operations.

D. Security Branch

Ensure the safety of employees, licensees, participants, spectators and VIP's; ensure the security of the facility against crime; and continue awareness and education of potential criminal and terrorist-type activity.

E. Events Branch

Continue to provide events in a pleasant, safe, and enjoyable environment.

II. Objectives and Policies

A. Administrative Services Branch

1. Streamlining processes through computerization and automation of program functions to increase productivity and reduce costs.

2. Review Rules and Regulations of the Stadium Authority and provide recommendations that will benefit both the general public and the Stadium Authority.
3. Review contracts and bid document process to ensure a balance between revenue maximization and the provision of public service is achieved by the agency.
4. Continuing conversion to paperless/digital office.

B. Engineering and Maintenance Branch

1. Continuing implementation of repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
2. Continuing implementation of capital improvement projects to ensure facility conformance with current health, safety, and operational requirements.
3. Continue to coordinate with Optimization Committee and selected team on all work to provide a smooth transition to either new or refurbished stadium with little or no effect on patrons attending events at the stadium.
4. Continue working closely with HART's design and construction team to ensure that patrons will be able to optimally utilize this new transit option.

C. Box Office Branch

1. Continuing implementation of computerization and automation of various daily tasks to increase productivity and reduce costs.
2. Continuing to update box office policies and procedures.
3. Increase ticket distribution points and methods by which customers may purchase tickets to increase ticket sales.

D. Security Branch

1. Improve security and emergency procedures and to continue education and training on terrorist-type concerns and emergency preparedness.
2. Increase training involving the Americans with Disabilities Act policies to prevent any discriminatory issues from arising.

3. Train and update contract security on the rules and policies associated with the stadium. Additional training in recognizing suspicious persons, vehicles, and items in relationship to terrorism.
4. Emphasize customer service policies while enforcing the Rules and Regulations of the Stadium Authority.
5. Maintain and improve working relationships, communication, and training with other public safety agencies and maintain updated information on Homeland Security and terrorist alerts.
6. Maintain informational relationships with the “street element” to be in position to receive advance notice of potential problems at the stadium to include gang fights, graffiti, theft, vandalism, auto break-ins, etc.

E. Events Branch

1. Continue training of events personnel in customer service.
2. Continue evaluating events personnel to insure they meet the standards of Events Branch.
3. Continue briefing of events personnel before major events to insure information needed to serve our customers are understood by all events personnel.
4. Provide latest safety equipment and training to events personnel.
5. Provide latest communication equipment to events personnel.
6. Improve pre-event planning, operational programs, and critiquing events with licensees to increase attendance and success of events.
7. Continue to improve working relationships with other state, county, and applicable federal agencies.
8. Continue to improve Americans with Disabilities Act (ADA) parking accommodations for applicable patrons.
9. Continue customer service improvements to enhance guest experience and satisfaction.

III. Action Plan with Timetable

A. Administrative Services

1. Past Year Accomplishment

- a. Reviewed and completed assessment of program functions to determine and address feasibility of computerizing program functions. This is an ongoing activity.
 - b. Reviewed Rules and Regulations of the Stadium Authority and began the process to update. This is an ongoing activity.
 - c. Reviewed contracts and bid documents to ensure maximization of revenues to the agency. This is an ongoing process.
 - d. Addressed procurement for various priority items.
 - e. Participated in ongoing discussions and meetings involving Honolulu Authority for Rapid Transportation (HART) and its impact on Stadium operations.
 - f. Participated in ongoing discussions and meetings involving the Department of Interior, National Parks Service Federal deed restriction.
 - g. Participated in ongoing discussions and meetings involving maximizing use of the Aloha Stadium property.
2. One Year

The above-mentioned objectives and policies are ongoing projects and will be performed on a continual basis. Special emphasis will be on items e., f., and g. as well as multi-year contracts that are in line for re-bid.

3. Two Years

Continue to assess, monitor, furnish, and implement the Stadium with essential technological tools to improve efficiency and marketability of the Stadium with and to equip the administrative offices with the essential business tools that will support and keep it one-step ahead of the business environment.

Continue close administrative involvement with items e., f., and g.

The above-mentioned objectives and policies are ongoing projects and will be performed on a continuing basis.

4. Five Years

Continue close administrative involvement with items e., f., and g. The above-mentioned objectives and policies are ongoing projects and will be monitored and performed on a continuing basis.

B. Engineering and Maintenance Branch

1. Past Year Accomplishment

- a. Repaired potholes in the parking lots (ongoing)
- b. Repaired rusted storm drain, sewer and water piping.
- c. Replaced broken asphalt curbing with concrete curbs in parking areas (ongoing monitoring and repair).
- d. Repair deteriorated and/or damaged spectator seats (ongoing with implementation in phases).
- e. Beautification of grounds project initiated. Replanted landscaped areas surrounding sculpture.
- f. Repaired broken and rusted parking lot lighting (ongoing as needed).
- g. Repaired spalling in stands and concrete ceiling over North Tunnel and Deadwood Storage areas. (Note this is an ongoing project.)

2. One Year

- a. Continuing to implement repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
 - 1) Throughout the year, assess condition of the facility, and based on this assessment, develop list of repair and maintenance projects.
 - 2) Replace broken and obsolete equipment and tools with new more energy efficient equipment and tools.
 - 3) Repair and upgrade Electronic Building Management System to properly diagnose boilers and air-conditioning systems.
 - 4) Throughout the year, perform emergency repairs as needed, and maintenance work to rectify health, safety, and/or operational deficiencies.

- 5) Continuing implementation of capital improvement projects needed to ensure safe operation of the facility.
 - 6) Implement additional capital improvement program requirements, initiate steps to obtain authorizations and budgets to implement needed projects.
 - b. Continue to improve landscaping at various locations within the stadium complex.
 - c. Complete the next phase to install new seat replacements utilizing special funds approved and appropriated by legislature.
 - d. Coordinate repair and continue liaison activities for the facility with the Department of Accounting and General Services Public Works Division (DAGS-PWD) for the Stadium's capital improvement projects.
 - e. Work with Optimization Committee on design and construction of new or refurbished stadium.
 - f. Work with HART on design and construction of station interface with stadium facilities.
3. Two Years
 - a. Continue to oversee the upkeep and maintenance of the field turf system.
 - b. Continue to identify worn and obsolete equipment and tools and where possible replace with new more energy efficient, safe, and proper working tools.
 - c. Coordinate with DAGS-PWD to identify, support, and obtain an allocation for general obligation funding from the State Legislature for various capital improvement projects.
 - d. Implement repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
 - e. Work with Optimization Committee and selected development team on design and construction of new or refurbished stadium, and closely coordinate work so as to minimize impact to patrons.

- f. Work with HART on design and construction of station interface with stadium facilities.
 - 4. Five Years
 - a. Complete construction on a new Engineering and Maintenance Management Branch Office and Operations Building.
 - b. Coordinate and liaison with DAGS – PWD to address capital improvement projects.
 - c. Monitor and coordinate the repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
 - d. Continue to work with Optimization Committee and selected development team on design and construction of new or refurbished stadium, focusing on a smooth transition from old to new stadium as grand opening approaches.
 - e. Review status of newly opened HART station, evaluate the effectiveness of the interface with stadium facility, and report findings to Stadium Authority.
- C. Box Office Branch
 - 1. Past Year Accomplishment
 - a. Presently sharing in the use of the University of Hawaii's computerized ticketing system. This has improved ticket selling services for the general public and tightens internal controls and efficiency of box office operations. Scanning of tickets has strengthened security measures to detect counterfeit and duplicate tickets.
 - b. Have automated various daily tasks.
 - c. Box office policies and procedures have been updated to reflect changes in procedures with the University of Hawaii's computerized ticketing system.
 - d. Continued use of University of Hawaii's outlets and on-line ticketing services has provided the general public various options in purchasing tickets. The system has proven to eliminate long lines to purchase tickets by providing the "print-at-home" option. Scanning of tickets at most entry gates has also proven to move people into the stands at a quicker pace.

- e. Continued printing of all parking passes internally for the 2013 UH football season with real-time barcode scanning capabilities. This has helped to improve and strengthen internal parking controls and has decreased the possibility of duplicate parking passes. This has also reduced the preparation and printing costs of parking passes for the stadium as well as the Licensee.
 - f. Maintains and troubleshoots staff computers at facility.
 - g. Prints parking passes for most stadium events to save on outside printing costs.
2. One Year
- a. Computerization and automation of various daily tasks to increase productivity and reduce costs.
 - 1) Continuing to review and analyze various daily tasks within the next six months.
 - 2) Will continue to recommend to stadium management how various daily tasks can be improved and/or enhanced.
 - b. Continue to update box office policies and procedures. Update policies and procedures within the next year to reflect changes in using UH's computerized ticketing system.
 - c. Scanning equipment was recently upgraded to allow tickets purchased via smartphones to be scanned at all turnstiles, thereby eliminating the need for customers to stand in line at the box office. Another positive feature will enable customers to email additional tickets to latecomers who would be arriving later during an event via smartphone.

D. Security Branch

Projects are ongoing and continuous.

1. Past Year Accomplishment

- a. Trained with various agencies to address homeland security, emergency preparedness, and interoperability communications.

- b. Maintained contacts with various military, federal, state, county, and non-governmental agencies to include names and communication access to improve infrastructure security and disaster response.
 - c. Evaluated and revised Emergency and Evacuation Procedures.
 - d. Installation of additional security surveillance cameras and equipment.
 - e. Continue computerization of various tasks and forms to increase productivity and reduce costs.
 - f. Implemented automated fan text messaging system.
 - g. Increased anti-terrorism and customer service training to vendors operating on stadium property.
2. One Year
- a. Continue to review, analyze, and improve access control points, operations and procedures, and infrastructure security during event and non-event hours. If funding available, implement installation of access control devices.
 - b. Review placement of security cameras and if funding available, implement expanded camera network and recording system for other key entry and vantage point areas.
3. Two Years
- a. Given adequate budget funding, continue to develop surveillance camera system network and installation of access control devices for key entry and vantage points. Evaluate previous year outcomes and adjust goals and objectives as is necessary.
 - b. Given adequate budget funding, renovation or construction improvement of the security office area. Evaluate previous year and adjust goals and objectives as is necessary.
 - c. Seek grants to upgrade stadium security portable radios to 700 MHz system.

4. Five Years

Installation or construction of a Command Center to monitor all event activities and to provide an area to consolidate emergency response and stadium operations personnel. Evaluate previous year and adjust goals and objectives as is necessary.

E. Events Branch

1. Past Year Accomplishment

- a. Reviewed and augmented briefing program for parking attendants, ushers, and scoreboard personnel.
- b. Reviewed and assessed safety programs at venue.
- c. Produced additional Public Service Announcements for PA Announcers and Scoreboard.
- d. Planned and/or operated successful events this past year with the NFL, UH, Sheraton Hawaii Bowl, ILH, OIA, HHSAA, and many other licensees.
- e. Revised Employee & Policy handbook.
- f. Trained events personnel on Emergency and Evacuation Procedures.
- g. Reviewed program functions that were manually accomplished, automated functions where possible and as budget permitted.
- h. Where applicable, provided training for non-events staff in customer service and assistance.
- i. Assisted Security Branch in installing additional security cameras.
- j. Continue to implement new parking pass procedures for UH football.
- k. Continue to install new and replacement scoreboard equipment.
- l. Assisted UH with a student parking plan for UH football games.
- m. Review facilities accommodations to the Skybox, Pressbox, and Dugouts to enhance guest experience for VIPs and sponsors and to assist in generating additional revenue.

2. One Year

- a. Continue review of existing and available equipment to improve the efficiency of Events Branch.
- b. Continue to train events personnel in customer service and assistance. Where applicable, extend training to entire stadium staff.
- c. Continue to plan and operate events at Aloha Stadium with licensees and enhance relationships with licensees.
- d. Continue to revise and upgrade Employee & Policy handbook.
- e. To ensure the safety of the public, participants and staff, continue to review, refine, and upgrade Emergency Response Plan and Evacuation Procedures.
- f. Continue to review existing operational procedures for various types of events to enhance service to our licensees while reducing costs to our private sector partners (licensees).
- g. Continue to foster inter-agency cooperation with Department of Transportation, Honolulu Police Department, etc. to enhance service and security for the public and licensees.
- h. Continue to review facilities to enhance guest experience and to assist in generating revenue for the stadium.

3. Two Years

The above-mentioned items are ongoing projects and will be performed on a continual basis.

4. Five Years

The above-mentioned items are ongoing projects and will be performed on a continual basis.

IV. Performance Measures

A. Administrative Services Branch

1. Customer Satisfaction Measure

- a. Review of Rules and Regulations of the Stadium Authority.

No new amendment proposed or initiated this year; however, work has begun to assess needed changes to current rules.

- b. Review of contracts and bid documents to ensure maximizing revenues to the agency.
2. Program Standard Measure

Program standards comparable to private sector will be developed and monitored. Areas of concern will be corrected through established response procedures.

3. Cost Effectiveness Measure
- a. Computerization and automation of program functions to increase productivity and reduce costs.
 - b. Review of Rules and Regulations of the Stadium Authority.
 - c. Review of contracts and bid documents to ensure maximizing revenues to the agency.

B. Engineering and Maintenance Branch

1. Customer Satisfaction Measure

Number of complaints from spectators ranging from broken seats, water roof leaks, backed up plumbing and water puddles on the concourses are consistent with the condition of the aged stadium.

2. Program Standard Measure

Staff Standard Operating Procedures (SOP) is to address the issues either real-time and/or within a few days depending on the depth of repairs required. Labor Costs during event mode is a charge back to Licensee. Non-event mode labor costs are part of Legislature allocated Operational Repair and Maintenance fiscal budget.

3. Cost Effectiveness Measure

Annual costs will be co-monitored by Administrative Branch, Fiscal Section for any significant variance in expenditures of \$100 or more, and will be evaluated and corrective measures, where possible, are implemented.

4. Interface Standards (New/Refurbished Stadium and HART Station)

Ascertain how timely and effectively our interface has worked with the entities responsible for the above facilities, and review patrons' response to above facilities.

C. Box Office Branch

1. Customer Satisfaction Measure

No complaints were received from the public on upgrading of the ticketing system.

2. Program Standard Measure

Service provided is current with industry standards.

3. Cost Effectiveness Measure

Purchase of new computerized ticketing system is costly and no effective measure on benefits is available at this time. However, without this purchase, there would be an appreciable decrease in service to the public.

D. Security Branch

1. Customer Satisfaction Measure

Number of complaints received from the public regarding security measures were considerably fewer than previous year as the public became more familiar with increased security measures taken as a result of 9-11. Program did not receive any complaints from other agencies regarding joint-task operations.

2. Program Standard Measure

Security services provided to the public are consistent with those for other large public-sector facilities. Input received from other agencies has not indicated any areas lacking in procedures or policies.

3. Cost Effectiveness Measure

There has not been any considerable increase in cost associated with security measures. Most of the costs if any have been passed onto the licensees as the cost of doing business in a large spectator venue. This is consistent with other large facilities across the nation.

E. Events Branch

1. Customer Satisfaction Measure

Positive feedback from customers has outweighed the negative feedback. Fewer complaints received via stadium's "Anonymous Guest Hotline" during stadium events.

2. Program Standard Measure

None available.

3. Cost Effectiveness Measure

Training and purchase of equipment has been costly, no effective measurement of benefit is available except for feedback from customers and their attendance to events.