

STATE OF HAWAII
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS AND OBJECTIVES
FOR THE PERIOD JULY 1, 2012 THROUGH JUNE 30, 2013

SUBMITTED TO
THE TWENTY-SEVENTH 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 2014

Submitted to the Twenty-Seventh 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
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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
AGS 891	Enhanced 911 Board
AGS 901	General Administrative Services

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

January 2014

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) Program – 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.

- (2) One Year

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 Payroll Change Schedule (ePCS) Project - Participate in the development and implementation of the ePCS system which will automate the entry of payroll data to the Payroll System.
 - (1) Past Year Accomplishment

Conduct unit and system testing, and suggest modifications to the design of the system.
 - (2) One Year

Continue unit and system testing, prepare user documentation and training materials, conduct user training, conversion, and implementation of the ePCS system.
 - (3) Two Year

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

Participated in the system and functional design, requirements definition, changes to the policies and procedures, reports, etc. for the eTDR system.
 - (2) One Year

Conduct 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.

d. 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. Automated Clearing House (ACH) for the Unemployment Insurance (UI) System

(1) Past Year Accomplishment

Participated in the development and implementation of ACH payments for UI claimants.

b. 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.

c. User Support for Statewide Accounting System

User Support is performed on an on-going basis for 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. 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
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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.
 - 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.
 - 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 revised contract forms to determine if any changes to contract encumbrance, payment and reporting procedures are required.
 - c. Two Year – Implement any changes that may be required and provide training, as required.
 - 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.

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”.
 - 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 Electronic Payroll Change Schedule project as they relate to payroll and payroll processing.

- a. Determine how current pre-audit procedures will need to be revised for any changes due to the EPCS.
- b. Implement any changes in pre-audit procedures that do not negatively impact pre-audit responsibility.

3. Implementation Timetable

- a. Past Year Accomplishments – Automated Clearing House (ACH) payments of net pay to financial institutions receiving electronic data and Department of Labor and Industrial Relations Unemployment Benefits were implemented. The EPSC project has been developed with testing and modifications to continue.
- b. One Year – Program staff will assist in user documentation reviews and training manual development. Implement EPCS in key departments.
- 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.

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

Contact Person/Phone: Suzanne Efhan / 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 2012 CAFR including the government-wide accrual basis financial statement and the discussion and analysis of the financial statements. The FY 2012 CAFR was issued in January 2013.
 - b. Continued to allocate annual cost of post employment health care benefits and market value adjustments for auction rate securities to department and agencies that prepare stand-alone financial statements.
 - 3. One Year
 - a. Prepare FY 2013 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 13.
- 3. One Year
 - a. Assist in the implementation of the electronic form Treasury Deposit Receipt workflow process.
 - b. 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.

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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. 25 of 39 departments and agencies' audit reports identified accounting system or the internal controls not functioning

effectively as designed audit findings. The departments and agencies developed and implemented corrective action plans to resolve the findings.

- d. 168 total audit findings were reported for the fiscal year. This is a 15% decrease from the previous year.
 - e. 65 new audit findings were reported for the fiscal year. This is a 41% decrease from the previous year.
 - f. 98 audit findings were resolved during the fiscal year. 50% 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 non compliance 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 13 non-annual audits was established.
 - c. 38 of 39 annual audits of departments and agencies and 13 of 252 non-annual audits of DOE schools were planned and completed during the fiscal year.
 - d. The average number of years between audits for the 291 audits identified is 6 years.
 - 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.

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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: added/edited 64 bibliographic records in on-line catalog KOHA which is accessible on the Internet; accessioned 115 cubic feet of records and special collections; appraised, arranged and described 19 cubic feet of records for public use; retrieved 19,572 records for researchers; translated 342 pages of Hawaiian language records; serviced 9,724 researchers; scanned 10,543 images; loaded 10,154 records to the Archives' website (275,312 total online); and received more than 430,320 visitors to Archives online databases, a 32% increase from last year's numbers.

2. Records Center: received 4,502 cubic feet of records and 76 reels of microfilm; completed 848 records requests; and coordinated destruction of 8,451 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. To provide staff for the Digital Archives, two project based computer programming positions were filled and cooperative agreements were reached with the Computer Science Departments of University of Hawaii-Manoa and Hawaii Pacific University to host interns to assist with the development of the Digital Archives. To provide the necessary technology infrastructure for the Digital Archives program, computer hardware and storage devices for the first phase of the project were purchased, configured and installed in partnership with ICSD and OIMT. Lastly, the Digital Archives Project Team reviewed existing International Standards and Best Practices on digital preservation, performed a deep code-level analysis of existing open source digital archives software, refined and documented the system architectural design and coding standards based on their analyses and functional requirements, and began developing the software that will enable the State Archives to acquire, 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 350 pages of Hawaii language records; service 9,000 researchers; make 10,000 records available via the Archives' website; and receive 400,000 visitors to Archives online databases.
2. Records Center: schedule records series; receive 3,400 cubic feet of records; service 800 records requests; and coordinate destruction of expired records.
3. Digital Archives: Implement the pilot phase consisting of five streams: full documentation of Digital Archives' code, rollout of pilot hardware, onboarding of pilot partner agencies, implementation of functional requirements identified as "necessary" in the Digital Archives Plan, a security analysis of the Digital Archives' system, and a comparison of the developed system to the Trustworthy Repository; Audit and

Checklist (TRAC) created by the Research Library Group (RLG).
(Estimated timeframe: 18 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 700 pages of Hawaiian language records; service 18,000 researchers; make 20,000 records available via the Archives' website; and receive 800,000 visitors to Archives online databases.
2. Records Center: schedule records series; receive 6,800 cubic feet of records; service 1,600 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: 6 months.

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 1,750 pages of Hawaiian language records; service 45,000 researchers; make 50,000 records available via

the Archives' website; and receive 2,000,000 visitors to Archives online databases.

2. Records Center: schedule records series; receive 17,000 cubic feet of records; service 4,000 record 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.

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.

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

Contact Person/Phone: Sanjeev “Sonny” Bhagowalia/586-0777

I. Goals

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

OIMT’s charge is to architect, 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 (including system development, BPR, and infrastructure improvements).
- 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 (including system development, BPR, and infrastructure improvements).

1. Past Year Accomplishments (FY2013)

- a. Hire Professional Services Consultant to plan, develop, and establish Statewide IT/IRM Governance (GOV), Enterprise Architecture (EA) and Enterprise Portfolio Management (PfM) for the State of Hawaii.
 - July 2012 (FY13) Budget Request approved for GOV, EA, PfM consultants

- August 2012 Plan Request For Proposal (RFP) to solicit for consultant services
 - September 2012 Develop RFP
 - October 2012 Finalize RFP
 - November 2012 State Procurement Office (SPO) Issues RFP
 - December 2012 Bidder response period
 - January 2013 SPO receives bids
 - February 2013 Bid Evaluations
 - March 2013 RFP Award
 - April 2013 Issue Award Notice
 - May 2013 Contract Negotiations
 - June 2013 Contract Finalization
 - July 2013 Issue Consultant Notice To Proceed
- b. Reviewed numerous requests for hardware and/or software (ICSD-205) and requests for consultant/professional services.
2. One Year (FY2014)
- a. Ensure that governance projects and initiatives continue.
 - b. Initiate project to identify and review all policies and procedures related to governance.
 - c. Initiate Project Kick-off for IT/IRM Governance (GOV), Enterprise Architecture (EA) and Portfolio Management (PfM) with Consultant.
 - 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 FY14.
 - 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. 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. 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 (FY2013)

- a. Initiated the following IT projects to improve business processes:
 - Treasury Deposit Receipts
 - Payroll Change Schedule
 - Department of Human Resource Development Process Improvement
- b. Initiated Enterprise Resource Planning (ERP) assessment. A consultant to provide ERP enterprise architecture support was selected and has started work.
- c. Initiated Collaboration/PMIS Project. Selected a consultant to provide services to develop a portfolio, program, and project management information system (PMIS) for use by OIMT, programs, and projects that are managed, overseen, or reported through OIMT.
- d. Started phase I of the Health Information Technology (HIT) project.
- e. Continued work on DoTax Modernization Project that was initiated in fiscal year 2012.
- f. Started State website modernized project. Working in conjunction with a vendor. State websites were upgraded.
- g. Developed standards for dashboard websites.
- h. Initiated Open Data Project.
- i. Implemented web site visitor interactive surveys and analysis on selected web sites.

2. One Year (FY2014)

- a. Continue work on DoTax Modernization Project.

- b. Issue Request for Proposals for ERP Project.
- 3. Two Years
 - a. Select vendor, award contract, and start work on DoTax Modernization Project.
 - b. Select vendor, award contract, and start work on ERP Project.
- 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 (FY2013)
 - a. Commenced work on the Hawaii Broadband Initiative. The project requires technical engineering analysis that identifies and assesses alternative courses of action for sustaining critical broadband communications capabilities that are employed in support of Hawai'i's overarching Broadband Initiative. Contractor has started assessment.
 - b. Conducted security assessment. Results indicate that State IT resources are at risk.
 - c. Developed goals and objectives for One Net Project.
 - d. Initiated data center planning project.
 - e. Launched gis.hawaii.gov for geospatial information services and publicly available map layers.
- 2. One Year (FY2014)
 - a. Started Phase 1 of the One Net Project.
 - b. Pilot VOIP.
- 3. Two Years
 - a. Implement One Net.
 - b. Implement VOIP.
- 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 2014

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

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

II. Goals (ICSD)

To provide efficient, effective, and available information technology (IT) services in the areas of computing, telecommunications, application development, and web-based services to assist 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 Allow State Agencies to Meet Their Business Objectives
- B. Expand IT Service Offerings to Meet Increased State Agencies Demand on 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. Deliver Accurate and Available IT Services to Allow State Agencies to Meet their Business Objectives
 - 1. Past Year Accomplishments
 - a. The Production Services Branch (PSB) added a third shift (midnight) by reorganizing and hiring new computer operators. The third shift allowed the State's Data Center to be staffed 24 hours a day, 7 days a week, to meet departmental computer processing and printing deadlines. The third shift also extended the available hours of the Department of Labor and Industrial Relations, Unemployment Insurance Division's interactive voice response (IVR) system which is used by the public to file unemployment claim certifications.
 - b. Improved the Secure File Transfer Facility that allows electronic files to be transferred between the State and other entities in a secure manner.

Improvements included equipment upgrades to permit automatic recovery in the event of a hardware failure and the addition of security features to permit secured certificate authentication and more complex passwords.

- c. Enhanced the State Financial Datamart by upgrading the operating software to the current level, instituting enhanced user interface security, modifying program code to reduce vulnerable coding practices, and redesigning the user interface to conform to State's web page standards.
- d. Completed the consolidation of Lotus Notes email license renewals across State departments for Fiscal Year 2014 while providing the option for these State departments to migrate to cloud-based email.
- e. Installed eleven Domain Name System (DNS) appliances to provide automated management of the State's DNS system.
- f. Generated 85,165 W-2 Wage and Tax Statement forms for calendar year 2012 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.
- g. Provided the following computer programming services for the Accounting Division of the Department of Accounting and General Services:
 - Implemented § 6051(a)(14) of the Internal Revenue Code, enacted as part of the Patient Protection and Affordable Care Act of 2010 (the Affordable Care Act) that required employers to report to employees the cost of their employer-sponsored group health coverage on their W-2 Wage and Tax Statement form.
 - Implemented State tax withholding programming changes to support the recognition of Civil Unions in the State of Hawaii, since Civil Unions are not recognized under federal law.
 - Implemented the "Favored Nations Clause" which allows Hawaii Government Employee Association (HGEA) members to receive the same benefits as another union if a better agreement is reached between that union and the State. As a result, 24,961 medical reimbursement checks were generated to HGEA members since the United Public Workers (UPW) received a more advantageous medical premium percentage "split" than the HGEA had originally received.
- h. Provided the following computer programming services for the Unemployment Insurance Division of the Department of Labor and Industrial Affairs:
 - Implemented the Federal Unemployment Insurance Tax, Wage Reporting Interchange System (WRIS) Distributed Data Base Index (DDBI) to allow all states to access and share information from other states on reported wages via electronic requests.

- Implemented the Treasury Offset Program (TOP), which is a debt matching and payment offset system developed by the U.S. Treasury Department that allows database matches of delinquent debtor records owed to various Government agencies against Government payments to the debtor so that payments can be intercepted and delinquent debts can be offset in whole or in part.
 - Implemented the Direct Deposit of Unemployment Benefits for claimants to provide a secure and faster turnaround method of payment for claimants while reducing paper and postage costs to the State.
- i. Provided the following computer programming services for the Budget Planning Program Management Division of the Department of Budget and Finance:
- Enhanced the Division's electronic Capital Improvements Program (eCIP) web-based application to support HRS 37-72 by generating Form S – Department Summary of Proposed CIP Lapses and new CIP Requests for the supplemental budget for use by all State departments and agencies.
- j. Provided the following computer programming services relating to specific legislation relating to the Employee Retirement System and retirement contribution rates:
- Implemented changes to support Act 152, SLH 2012 which amended the definition of “compensation” for Employee Retirement System members hired after June 30, 2012 for the purpose of benefit calculations, where compensation is defined as normal periodic payments including shortage differentials; and does not include overtime, supplemental payments, bonuses, lump sum salary supplements, and other types of differentials.
 - Implemented changes to support Act 163, SLH 2011 which changed the retirement contribution rates for both employee and employer for those employees hired after June 30, 2012, where there are now two different employee and employer contribution rates based on an employee's hire date.
- k. Provided the following computer programming services for the Campaign Spending Commission:
- Provided improved access and search features for the public to find information on candidate and non-candidate committee contributions and expenditures through the use of the State's Data.Hawaii.Gov site.
 - Implemented changes to support Act 112, SLH 2013 to capture expenditures for non-candidate independent expenditure-only committees (i.e. “Super PACS”) so that the public can find names of candidates who are being supported or opposed by Super PACS.

2. One Year

- a. 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.
- b. Migrate the OIMT, ICSD, Governor's Office, Lt Governor's Office and other agencies from the Lotus Notes "on premise" email system to email in the cloud.
- c. Create a work group to identify areas that can reduce paper consumption, investigate alternatives to paper such as PDF (portable document format) reports, and pilot viable alternatives.
- d. Install and configure cloud services to provide faster turn-around time for server hosting.
- e. Work with the Chief Information Officer (CIO) and OIMT to identify areas within the division that will support New Day initiatives and/or the Business Transformation and Information Technology Strategic Plan, while developing plans to ensure that operations will be continued at the same level of support.

3. Two Years

- a. 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.
- b. Reduce paper consumption by implementing best of breed technology identified by pilot projects.
- c. Continue to enhance the cloud services to provide faster turn-around time for server hosting.
- d. Continue to work with the CIO and OIMT to identify areas within the division that support New Day initiatives and/or the Business Transformation and Information Technology Strategic Plan while developing plans to ensure that operations will be continued at the same level of support.

4. Five Years

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. Eliminated single points of network communication failure and increased network communication capacity to critical systems within the State Data Center.

- b. Completed approximately 75% of a 10 Gbps backbone upgrade to the downtown Civic Center to provide a high speed backbone for new services requiring increased bandwidth.
 - c. Completed the installation of interisland backup network circuits to State Office Buildings in Lihue, Maui, and Hilo for redundant paths back to Oahu to support increased network reliability.
 - d. Upgraded the State Datacenter network infrastructure to support increased speeds of 10 Gbps and 40 Gbps for data, network storage, and backup.
 - e. Procured the hardware and software for the Tier 2 core infrastructure in the State's Data Center for the Government Private Cloud (GPC) initiative.
2. One Year
- a. 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. Continue to complete the installation of the Tier 2 and Kalanimoku core infrastructure in the State's Data Center for the Government Private Cloud (GPC).
 - c. Enhance the Government Private Cloud infrastructure to allow automated self-service server cloud provisioning.
 - d. Replace current leased mainframe computers with more cost effective and efficient models while consolidating computing infrastructure across State departments and other governmental jurisdictions.
 - e. Complete the 10 Gbps backbone upgrade to all buildings in the downtown Civic Center
 - f. Expand the deployment of network backup circuits and implement network topology changes to support greater network reliability.
 - g. Identify locations and implement telecom and data centers with hardened/improved infrastructure (power, cooling, etc.) than existing facilities.
 - h. Start implementation of WiFi access in State buildings.
 - i. Continue to procure the hardware and software for the Government Private Cloud Infrastructure core infrastructure at the State's Data Center, the Disaster Recovery site at the Maui Research & Technology Center (MRTC) and a cold backup infrastructure at the University of Hawaii (UH).

- j. Complete the upgrade and automation appliances for the State's Domain Name Service (DNS) services.

3. Two Years

- a. Continue to 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. Continue the build of the Government Private Cloud infrastructure to allow automated self-service automated server cloud provisioning.
- c. Continue expanding the deployment of backup circuits and implementing network topology changes to support greater network reliability.
- d. Implement telecom and data centers with hardened/improved infrastructure (power, cooling, etc.).
- e. Continue implementation of WiFi access in State buildings.
- f. Continue the implementation of the Government Private Cloud infrastructure disaster recovery site in the Maui Research & Technology Center (MRTC) and a cold backup infrastructure at the University of Hawaii.

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. 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

1. Past Year Accomplishments

- a. The Production Services Branch replaced the antiquated door access and video surveillance systems in the State's Data Center.
- b. Participated in the annual October is "Cyber Security Awareness Month" program sponsored by the MS-ISAC, The National Cyber Security Division, and the National Cyber Security Alliance to raise cyber security awareness among the government work force, and hosted a cyber-security awareness presentation that was opened to interested staff in all State departments.
- c. Deployed new Intrusion Prevention System (IPS) devices at the Internet border to identify and log malicious cyber events, and to take action to block and report the malicious events.

- d. Investigated and notified users of 262 security events on a statewide basis - a 188% increase over the previous year. Security events are identified using internal security devices and through trusted external sources.
 - e. Upgraded the Data Loss Prevention (DLP) system, including an email solution, to work seamlessly with the State's network.
 - f. Upgraded the Security Information and Event Management (SIEM) system to log and correlate network events to higher events per seconds (EPS) rate.
 - g. Researched, tested and procured a File Integrity Management (FIM) solution to monitor servers for unauthorized changes to core files within the servers. The FIM solution will provide information of any changes to the core files and display exactly what was changed, and also prevent files from being changed.
 - h. Implemented an automated software patch management system to install security patches from various software manufacturers into ICSD computer systems.
 - i. Installed cameras and alarm systems at select radio and microwave installations to deter/detect vandalism and theft.
 - j. Consolidated and upgraded email security appliances to provide State departments with improved anti-spam, anti-virus, and anti-phishing protection and encryption capability in the same hardware for selected departments.
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. Replace the State Datacenter's halon-based fire suppression system with a system using current technology.
 - c. Upgrade the IBM mainframe software to provide improved features, functionality, increased password complexity, and to fix software "bugs".
 - d. Replace network security devices nearing end of support.
 - e. Implement the File Integrity Management (FIM) solution.
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.
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 2014

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 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 policies with limits of \$225 million per occurrence. No change from the 2012 policy. The premium was \$11.8 million, a decrease of \$100,000 from \$11.9 million in FY 12. The property loss 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. There were no changes in premium of \$1.3 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 as necessary). This is a critical component in the marketing of the State's property insurance program.
3. Issued 550 Statements of Self-Insurance for various agencies which facilitated the use of non-State owned facilities or equipment, an increase from last year of 47, from 503.

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 Judiciary's staff.
2. Issued 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 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 of State facilities such as airports, schools, convention center, hospitals and other public facilities on a two to three year cycle.
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 518 tort claims in FY 13, a decrease from FY 12 (683), and received 160 pothole claims (included in the tort total), a decrease from FY 12 (184).
2. The program received 385 claims from auto accidents in FY 13, an increase from FY 12 (346). There were 350 claims resolved in FY 13, a decrease from FY 12 (383).
3. The program received 73 property claims in FY 13, a decrease from FY 12 (91).
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 automated 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 cost of 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 to discuss upgrades to place the risk management information database in the “cloud”.

One Year

1. Review Systems and Procedures Office’s recommendation on the upgrade to the risk management information database.

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 2014

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 Programs 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.

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 2014

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 – Began migrating the DCCM Technical Guides from the Masterformat 1995 Standard to the Masterformat 2004 Standard.
- 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. On behalf of the State Procurement Office (SPO), trained State and county officials on construction procurement.
- c. Objective #1.3 – Began working with interns from the Office of Information Management and Technology (OIMT) intern program to develop 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 Hawaii District.
- f. Procured tablets and accompanying tablet software applications to further enhance field communications and improve workforce efficiency for the Construction Management staff.
- g. 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.

State Civil Defense (SCD) is planning to retro-fit and/or replace over 241 sirens statewide. In an effort to expedite the procurement process, DAGS awarded an indefinite quantity contract for siren equipment which allows DAGS, State Civil Defense, and County Civil Defense to purchase new siren equipment, retro-fit equipment to upgrade to satellite communications and other accessories. This contract's

duration is for two years and allows for 2-one-year extensions. This contract will be used in conjunction with four (4) installation indefinite quantity contracts, one for each county, which were awarded in January/February 2013. The contracts' duration is for two years and will allow for 2-one-year extensions. These contracts used in conjunction will allow DAPS to furnish siren equipment to a construction contractor for timely installation. Locating a siren site acceptable to public agencies and various land owners is a very time consuming process. By using these indefinite quantity contracts, DAPS and SCD will be able to issue "work orders" for siren installations as siren sites become available after this long acceptance process.

- (b) Objective #2.2 – Continued to evaluate contractor performance via stakeholders on-line surveys.
- (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.
- (d) Objective #2.4 –As budget allowed, purchased personal computers, software, printers, mobile technology and other aids to increase efficiency in the planning and management of construction contracts. Implemented a mobile device management solution to better manage the work-issued mobile devices and ensure the security of the devices.

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.

Public Works Division has tried to implement a two-step low bid process in which the first step involve a short-listing of qualified bidders and the second step being a price offer from the short-listed bidders. The program drafted some rules on the process and consulted with the State Procurement Office (SPO). While SPO did not approve of the process, they felt we are already allowed to do this within the procurement code provided the qualification process is an objective process (meaning no judgment is required). We continue to refine this process for use in bidding out critical and/or complex projects in addition to the competitive sealed bid process or the current multi-step bidding process.

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. Awarded seven (7) energy efficiency design projects in fiscal year 2013. These included one (1) correctional facility and six (6) State facilities that will have energy efficiency projects in design of which will include improvements such as air conditioning system improvements, photovoltaic systems installations, cooling tower and pump replacements, and variable air volume system upgrades.

Awarded twelve (12) energy efficiency related construction projects in fiscal year 2013. These included one (1) library, one (1) correctional facility, and ten (10) state facilities. Improvements include photovoltaic system installation and air conditioning system improvements.

- b. The following energy efficiency/conservation projects completed construction in fiscal year 2013:
 - Completed energy efficiency projects for five (5) public libraries, one (1) health facility, and five (5) state facilities.
 - Completed the construction of the Kohala Public Library which achieved LEED Gold certification.
- c. Continued 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 project initiation of DAGS Facilities, ESPC for other Oahu facilities and neighbor island State facilities during FY 2013.

d. Awarded construction phase for energy efficiency related projects during FY2013:

- Liliuokalani Building, Install Photovoltaic System and Reroof
- DAGS Automotive Management Division, Vineyard Garage (Lot V), Install Photovoltaic System
- Hale Kia Aina, No Cost Energy Efficiency Improvements

e. Installed a photovoltaic (PV) system on the DAGS Automotive Division, Makai Garage (Lot A).

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 project initiation of the Statewide ESPC program that includes other Oahu State facilities and neighbor island State facilities.

d. To bid a PV system on the Keelikolani Building and possibly incorporating a green roof as a pilot.

e. Subject to funding for construction, anticipate awarding a construction contract for a new Nanakuli Public Library which is striving for a LEED Silver certification.

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 2014

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 new lease requests for office space, to one hundred twenty (120) 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 new lease requests, to one hundred twenty (120) working days.

1. Past Year's Accomplishments:

- a. Review of Office Space Requests – we achieved consensus with the Public Works Division (PWD), Planning Branch to change the work flow processing of departments' requests for leased office space. The Planning Branch will now perform the initial review of the space need computation submittals, determine the amount of office space authorized to be leased, and notify the department that their request will be forwarded to the Leasing Services Branch for appropriate action. This procedure will centralize PWD's office space inventory statewide, for both lease space, as well as State office buildings under DAGS' control. It will also reduce our staff's review time on lease requests.
- b. New Computer Equipment – in order to support our office's ability to communicate with other state departments and private sector landlords/agents, and increase our efficiency in preparing lease contract documents, we performed extensive research to establish computer and monitor specifications that were consistent with the PWD's hardware and software. We obtained approval for these

purchases, and upgraded our operating systems to Windows 7, and our Microsoft Word and Excel software to the 2010 version.

- c. State Accounting Form C-30 - worked with our Deputy AG, the DAGS Fiscal and Pre-Audit Branch to come up with a solution to simplify the Hawaii Compliance Express process for landlords, when lease payments are made to a party other than the landlord. We will be testing the viability of having landlords use Form C-30.
- 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.

We also obtained the 2010 BOMA (Building Owners and Managers Association) publication on standard methods of measurement, in order to provide staff with the most current industry standards for measuring office space.

2. Required Actions

- a. Pursue training for staff in Microsoft Word and Excel 2013. This is to increase 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.
- 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 revisions to our branch policies and procedures, 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 state office buildings in accordance with their Capitol District Master Plan, in order to reduce 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 computer software training through the State Department of Human Resources Development (DHRD).

Coordinate efforts to relocate offices from lease space to state office buildings, such as the Lihue Courthouse on Kauai.

- 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 in accordance with assignments by PWD, Planning Branch.

- c. Five Years (or less) - Request for the restoration of the Leasing Specialist position based upon general fund savings generated by the branch.

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

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 - continued collaboration with the PWD, Planning Branch to finalize the division's Office Space Standards, Instructions, and Space Need Computation worksheets (Form 501) for all departments to use.
- c. Public Works/Leasing Services Branch Website – updated the Leasing

Branch website by modifying the Public Works webpage. This will assist user departments who require leasing services, to access our revised office space standards, instructions and forms.

- d. Lease Revisions – coordinated with our Deputy AG to develop lease language to conform to statutory changes which gave the DOH, Disabilities Communication Access Board (DCAB) the authority to assess review fees for construction alterations in state facilities and private lease space.

2. Required Actions

- a. Collaborate with the PWD, Planning Branch to consolidate our separate websites so that all office space forms and instructions can be accessed through the navigation panel of the PWD website. Develop a universal office space request form for user departments to request both leased space and state office space. Also, work with Planning Branch to develop policies and procedures for reviewing space requests, including review time, and content of the reply to user departments.
- b. 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.
- c. 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.
- d. Continue cross training for Program Manager and 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 to work with DAGS, S&PO on the development of the web based, data base system to replace the current Access system.

Work with PWD, Planning Branch to consolidate our two websites,

and develop policies and procedures for reviewing and responding to requests for office space.

- 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 Program Manager and 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 re-storing 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 "State Office Space Standards for Lease and State Buildings".

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

January 2014

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 80% 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 80% 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. Initiated recruitment and filled 15 Janitor II positions that were funded by the 2012 Legislature.
2. Refined on-line custodial survey that was initiated last year. The survey allows building occupants to provide feedback related to services being provided.
3. Developed an emergency response data base for each DAGS facility to notify key management personnel of situations, such as natural disasters, fire, power outages and terrorism, that would require the initiation of the appropriate emergency response.
4. Request the restoration and funding of 3 Janitor II positions that were abolished by the Legislature.
5. Selected contractor, Ameresco, Inc., for Phase II of an Energy Saving Performance Contract (ESPC) that will include the remaining DAGS facilities on Oahu, Hawaii, Maui and Kauai. Continued to assist with the refinement of energy conservation measures (ECM) to be included in the investment grade audit (IGA).

6. 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. 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 2014

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. Completed landscape renovation projects at the Leiopapa a Kamehameha, Kinau Hale and Hale Auhau buildings, and the State Capitol rotunda.
2. Renovated the irrigation system and installed new plantings at the Miller Street planter and added additional areca palms at the Governor's residence at Washington Place.
3. Added missing royal palms at the Eternal Flame and Iolani Palace. Replaced coconut palms identified by a certified arborist as being a health safety concern at Iolani Palace and the Waikiki-Kapahulu Library.
4. Developed a plan to systematically replace aging equipment and conducted an inventory audit.
5. Completed recruitment and filled all vacant groundskeeper positions.
6. Requested the restoration and funding of four (4) groundskeeper positions lost to the RIF and Legislative action. Funding for additional support equipment has also been requested.

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 2014

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 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 developing a new 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 25% 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 three (5) 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 and 2 engineers obtained their certification as LEED Green Associates.

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 15 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 2014

Program ID/Title: AGS 240/State Procurement

Contact Person/Phone: Aaron S. Fujioka/587-4700

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.

I. Objectives and Policies

A. Procurement Training.

Provide training for all purchasing entities to gain an understanding of procurement and inventory statutes, rules, policies, and processes. 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. State of Hawaii Electronic Procurement System (HiePRO).

Continue to integrate electronic purchasing to automate procurement processes, reduce procurement cycle times and increase the competition for goods and services.

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. Establish annual meeting of fiscal officers to network, open discussion of issues or concerns, 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.

II. Action Plan with Timetable

A. Procurement Training.

Provide training for all purchasing entities to gain an understanding of procurement and inventory statutes, rules, policies, and processes. Integrate and coordinate training on related subjects such as risk management, anti-trust, audits, and green purchasing. Similarly, provide training for vendors seeking to do business with the State and counties.

1. Past Year Accomplishments

- a. Perpetuated training programs for employees and vendors.
- b. Reviewed and updated training class descriptions/synopsis.
- c. Reviewed and updated training materials, forms and website.
- d. Added training workshops to support user requirements and procurement processes
- e. Commenced trainings via webinar accommodating up to 1,000 attendees per session.
- f. Developed new staff trainers.
- g. Expanded webinar training.
- h. 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. Perpetuate training programs for employees and vendors.
- b. Continue to expand webinar training.
- c. Review and update training class descriptions/synopsis.
- d. Review and update training materials, forms and website.
- e. Develop on-demand recorded webinar training for employees and vendors statewide.
- f. Develop new staff trainers.

3. Two Years

- a. Perpetuate training programs for employees and vendors.
- b. Review and update training class descriptions/synopsis.
- c. Review and update training materials, forms and website.
- d. Refine recorded webinar presentations.
- e. Scan business, training and other environments for new training platforms, models and processes.

4. Five Years

- a. Scan business, training and other environments for new training platforms, models and processes.

B. State of Hawaii Electronic Procurement System.

Continue to integrate electronic purchasing to automate procurement processes, reduce procurement cycle times and increase the competition for goods and services.

1. Past Year Accomplishments

- a. Began development of new State of Hawaii eProcurement System (HiePRO).
- b. Continued HePS training in webinar format.

2. One Year

- a. Continue development and launch new State of Hawaii eProcurement System (HiePRO) to include automated public site for procurement notices of solicitation and award.
- b. Market and provide training on HiePRO to State and county personnel and the vendor community.
- c. Begin expansion of HiePRO to procurements of health and human services.

3. Two Years

- a. Continue expansion of HiePRO to procurements of health and human services.
- b. Continue to provide training on HiePRO to State and county procurement personnel and the vendor community.

4. Five Years

- a. Complete expansion of HiePRO to procurements of health and human services.
- b. Complete review of additional eProcurement functionality needed and also new technologies in eProcurement.

C. Purchasing Card (pCard) Program.

Continue to provide improved procurement processes to enable our customers to expeditiously secure the necessary goods and services to perform their duties and service their customers. The purchasing card (pCard) program provides an alternative to purchase orders and facilitates the purchase of goods and services.

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. Periodically audited departments for compliance with pCard usage.
- d. Continued marketing and use of reporting capabilities.
- e. Continued marketing and use of pCard program features.

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.
- g. Integrate and implement new program features (i.e. Enhanced Merchant Reporting).
- h. Assist OIMT in the transparency project for pCard transactions.
- i. Create new database for tracking Requests to Use pCard for Blocked Purchases.

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.

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

IV. Performance Measures

A. Customer Satisfaction measures

- 1. Customer satisfaction surveys are being done with attendees of procurement training presentations.

B. Program Standard measures

1. Program reviews are being done on SPO's training program and HlePRO 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 HlePRO. Similarly, trend analyses are being accomplished for monetary savings stemming from the awarding of price and vendor lists 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 2014

Program ID / Title: AGS 244/Surplus Property Management

Contact Person/Phone: Aaron S. Fujioka/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.

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. Continued to update training presentations provided to donees.
- b. 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. Implement Webinar 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. Continued to update program information to the website for accessibility to potential eligible donees.

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.

3. Two Years

- a. Continue to maintain and update webpage information.
- b. Monitor and adjust the program's website to improve customer satisfaction.

4. Five Years

- a. Continue to update and maintain webpage information.
- b. Monitor and adjust the program's website to improve customer satisfaction.

I. 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 2014

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 is safe and reliable for state agencies.

- 1. Required Actions

- a. Identify state agencies whose vehicles were scheduled to be replaced this FY. Start fleet replacement which has been curtailed for 3 years.
 - 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 budget restrictions, more repairs were performed to keep the vehicles safe for use.
- b. One Year – Budget restrictions lifted started to replace aging vehicles in fleet. Due to raid of fund by state legislative mandate, program required to pay back federal government. Fleet replacement program has been set back for 5 year 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 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 2014

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 Makai and Motor Pool Garages.
- b. One Year – Start and complete PV installation in Vineyard Garage.
- c. Two Years – Initiate Lot Paving in Lot L.
- 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 – Evaluation of Pay Station and Meters completed. Pay Stations at Kapolei and Kinau Hale Parking Lots are only feasible lots for machine use.
- b. One Year – Start Kapolei Satellite Parking Office which will service Leeward District.
- 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 2014

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.
 - Propose legislation, where needed, to simplify and clarify campaign finance laws in order to improve implementation and compliance.
 - 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.

- Direct the public to the Commission's website and continue to improve web-based information.
 - 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 2013 Legislative Session, the Commission's bills were H.B. 201 and its companion bill S.B. 555. The Senate Judiciary and Labor Committee extracted portions of H.B. 201 and introduced S.B. 30 and S.B. 31 which were subsequently enacted (see discussion below). The remaining provisions in H.B. 201 which did not pass included a definition of "matching payment period" that is relevant to the partial public financing program and a requirement that candidate committees file the January 31st Supplemental Report

regardless of whether it is after an election year. Although the House passed H.B. 201, the Senate Judiciary and Labor Committee declined to hear H.B. 201 and its companion bill S.B. 555.

The Commission will seek to adopt the definition of “matching payment period” through the administrative rule making process, and the Commission will again seek the Legislature to amend Hawaii Revised Statutes (“HRS”) §11-334 to ensure that candidate committees, along with noncandidate committees, file the January 31st Supplemental Report each and every year.

Other legislation of significance that the Commission provided written and oral testimony and/or tracked included the following:

Act 63, SLH 2013 (S.B. 30) - Act 63 affects the partial public financing program by amending HRS §11-423(b) to require candidates to file the affidavit to voluntarily abide by statutory expenditure limits no later than the time to file nomination papers. This allows the Commission to better implement the partial public financing program and achieve compliance with state election laws. Act 63 also amends the expenditure limit to permit candidates running for the office of the prosecuting attorney, along with state senators, state representatives, and county council members participating in the partial public financing program, to spend \$1.40 multiplied by the number of registered voters in the voting district instead of \$.20.

Act 111, SLH 2013 (S.B. 31) - Act 111 affects noncandidate committees by amending HRS §11-335 to require noncandidate 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. Act 111 also amends HRS §11-336 to require noncandidate committees to file the Supplemental Report on January 31st regardless of whether it is after an election year.

Act 112, SLH 2013 (H.B. 1147) - Act 112 substantially enhances disclosure requirements pertaining to noncandidate committees and further promotes transparency in the campaign finance process based on the following provisions. (1) Adding a new section to HRS chapter 11 to require SuperPacs (that is, noncandidate committees solely making independent expenditures) to identify up to three top contributors to the SuperPac’s political advertisement in the advertisement itself. If the SuperPac cannot identify any top contributors to its advertisement, then the SuperPac must disclose its three top contributors in general. A “top contributor” is defined as a contributor who has contributed in the aggregate of \$10,000 or more to the SuperPac. (2) Require committees

that make independent expenditures to file a new report called the Late Expenditure Report if they have independent expenditures that aggregate more than \$500 made fourteen and four calendar days prior to an election. This report must be filed with the Commission on the third calendar day prior to the election. (3) Increases the amount of information that needs to be disclosed for electioneering communications. The statement of information must identify the names and titles of the executives or board of directors who authorized the expenditure for the electioneering communication as well as the state of formation and address of the noncandidate committee, business entity, or organization that made the expenditure. If an individual made the expenditure, the individual's occupation and employer must be disclosed. Act 112 also expands the definition of electioneering communication by adding advertisements conveyed "by electronic means" as well as amends HRS §11-391 by expanding the definition of advertisements to include advertisements conveyed "by electronic means." (4) Requires that information contained in disclosure reports be made available to the public on the Commission's website in a searchable database (which the Commission has completed). (5) Repeals HRS §11-332 which enacted the corporate reporting system. In Yamada v. Weaver, et. al., Civil No. CV10-0497, U.S. District Court Judge Michael Seabright held that the noncandidate committee reporting system (HRS §11-335) already includes corporations that incur expenditures exceeding \$1,000 in an election period and that reporting system requires more disclosure than did the corporate reporting system. Notably, the effective date of Act 112 is November 5, 2014, the day after the 2014 general election.

Act 287, SLH 2013 (S.B. 3) – Act 287 amends HRS §13D-4 to require candidates for the Board of Trustees of the Office of Hawaiian Affairs ("OHA") to be nominated at a primary election and elected at the general election in even-numbered years. Prior law provided for the election of board members in a special election held in conjunction with the general election.

Draft and submit administrative rules. This action item will be addressed in fiscal year 2014.

Advisory Opinions. Pursuant to HRS §11-315, the Commission issued two (2) Advisory Opinions.

Advisory Opinion No. 13-01 - On September 12, 2012, the Commission advised the ActRight Fund, an I.R.C. §527 organization, that Hawaii law permitted the ActRight Fund to register as a noncandidate committee to receive and distribute contributions earmarked for state and local candidates. The Commission further advised ActRight Fund that the

earmarked contributions would not be subject to the \$1,000 per election contribution limit applicable to noncandidate committees, but would be subject to the appropriate contribution limit of the earmarked candidate.

Advisory Opinion No. 13-02 – On February 13, 2013, the Commission advised the General Contractors Association of Hawaii (“GCA”) that it could form a noncandidate committee so long as GCA members, who are also government contractors (state or local), do not provide funds that are to be used by the GCA noncandidate committee for contributions to candidate or noncandidate committees.

- **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. Revise and submit updates 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 contribution limits. There are also links for viewing reports, filing reports, seeking guidance including e-learning presentations, forms, guidebooks, and qualifying for public funding. Presentations concerning candidate committees, partial public financing, and noncandidate committees were updated and recorded in 2010 as e-learning videos which were then posted online and thus available 24/7. 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 revamped our website and relaunched it on May 9, 2013 to create a more efficient and user

friendly navigation tool which includes a searchable database of all the campaign finance data filed by committees. This was 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 Commission launched a new searchable database which permits the public to more readily search data filed by the committees over the last six and a half years. By clicking on either “Candidate Committees” or “Noncandidate Committees” on the right hand side of the Commission’s website’s home page, links are available to “View Searchable Data.” By clicking on this link, anyone can search for information such as names of contributors who gave money to candidates or noncandidate committees and how much they gave, how candidates and noncandidate committees spent/expended their money, who made loans to candidates and how much the loan was for, and much more. Essentially, this database allows anyone to search any electronically filed report of candidate and noncandidate committees by any identifying element required in the reports such as names of contributors, employer, occupation, amount, expenditures, etc. The Commission is now working towards building graphics or visualization tools of this data. These projects are being done at zero cost to the Commission.

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 on Twitter. New candidates, new noncandidate committees (including SuperPacs), new corporations, notice of fundraisers, notice of Commission meetings, new guidebooks or manuals, 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 2012 election, campaign finance presentations to candidates and committees were planned and delivered in July 2012 on Kauai (7/17/12), Maui (7/19/12), Honolulu (7/24/12), and Hilo (7/27/12). Other informational meetings provided during this period included meeting with general contractors and open government groups as well as meeting with the Senate Majority Caucus in January 2013. Chair/Commissioner Weaver participated as part of a panel of commissioners at the Council on Governmental Ethics Laws’ (“COGEL”) Annual Conference in December 2012. Additionally, requests to respond to media inquiries are accepted where practicable.

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 guidebooks, and other campaign finance information. During this period, the CSC email system was employed 69 times and we have 780 subscribers. Notably, these subscribers are separated into four (4) groups – candidates (320 subscribers), noncandidate committees (185 subscribers), corporations (136 subscribers), and the public (139 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 738 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 open data and creating data visualizations or graphics. This topic was very instructional and relevant as we consider our next steps in building out our searchable database.

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 2014, 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. Update guidebooks, manuals, and e-learning videos. Plan and schedule trainings for the 2014 election. 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.

- **Past Year Accomplishments**

Increase the Commission's analytical capability. During this fiscal year, Act 112, SLH 2013, passed which requires the Commission to build and maintain a searchable database to permit people to search any electronically filed report by any committee by any identifying element required in the report. Even though the effective date of Act 112 is November 5, 2014, this searchable database went live on May 9, 2013. The Commission was fortunate to have worked with ICSD to create this meaningful tool which we believe not only greatly increases our analyses capability, but also improves access to the data contained in committee reports filed in the electronic systems. Media groups have been particularly interested in the data contained in these reports, and therefore, if made available in a more user-friendly form, we hope will also encourage compliance with campaign finance laws.

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 the Office of Information Management and Technology ("OIMT") and as a result has benefitted from their expertise and assistance in consolidating and maximizing our hardware/software applications. They have assigned an intern to assist us as we move towards creating data visualizations and graphics to our searchable database.

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 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. However, in the next fiscal year, the Commission will be reediting our e-learning videos and continuing their “bite-size” modules of assistance with a particular focus on electronically filing campaign finance reports. We anticipate that this will be completed sometime during the next fiscal year and will be integrated with the new manuals.

The Commission continues to work with the Office of Elections in preparing informational packets to candidates who file their nomination papers. Because this was a reapportionment year, we closely followed developments in the redistricting of districts and resulting lawsuits as to any impact to campaign finance (i.e., computation of public funding amounts). During this period, the Commission also met with County Clerks in preparation for the 2012 elections and identified areas requiring better coordination and collaboration – especially, in the area of certifying compliance with campaign finance reports of candidates who won in the 2012 election so that they were 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 July 2012 with 140 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. Seven (7) 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 were available on the Commission's website for the 2012 election. However, when the 2012 election concluded, the Commission took a look at these materials and decided to revise all of them for the 2014 election. These revisions to these mediums will be realized in fiscal year 2014.

- **One Year** - Update guidebooks, manuals, and e-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. 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. During this period, twenty-nine (29) complaints were filed of which thirteen (13) were resolved which resulted in fines totaling \$5,563.50, eight (8) remain outstanding,¹ one (1) was withdrawn, three (3) were dismissed, and four (4) were no actioned.

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 sixty-six (66) conciliation

¹ The eight (8) outstanding dockets will be addressed in fiscal year 2014, some of which will require the Commission to file applications in First Circuit Court to seek judicial enforcement of Commission orders pursuant to HRS §11-410(d) as a result of noncompliance.

agreements which were approved resulting in a total of \$11,856.09 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 unfilled reports. However, other campaign finance violations occurring during this period include fourteen (14) advertising violations (i.e., not having the proper disclaimers displayed) resulting in a total of \$425 in administrative fines, fifteen (15) excess contributions to candidate or noncandidate committees resulting in a total of \$41,939.95 escheat to the HECF and \$3,725 in administrative fines, prohibited donations resulting in administrative fines totaling \$333.25, prohibited loans resulting in administrative fines totaling \$2,500, contributions not properly reported resulting in administrative fines totaling \$250, loan documents not being filed resulting in administrative fines totaling \$200, late Organizational Reports being filed resulting in administrative fines totaling \$100, and late notices of fundraiser being filed resulting in administrative fines totaling \$50.

As for our federal lawsuit, Yamada v. Weaver, et. al., Civil No. CV10-0497 (formerly, Yamada v. Kuramoto, et. al.), it is pending 9th Circuit Court of Appeals review; however, a hearing has been set for October 9, 2013. Also, pending appellate review concerns plaintiff attorneys' fees and costs which were substantially reduced by the district court at a hearing conducted in fiscal year 2013.

Evaluate the effectiveness of training modules and revise them as needed. The Commission is in the process of revising all of its training modules (i.e., guidebooks, manuals, e-learning videos, powerpoint presentations) in preparation for the 2014 election as a result of having concluded the 2012 election and identifying areas of concern.

Evaluate the effectiveness of communication efforts and revise them as needed. Current efforts to communicate have been successful – especially, our website and the e-blasts. 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 2013, a total of \$257,182.61 in revenue was generated and a total of \$745,747.36 in expenditures/encumbrances was incurred, thereby closing fiscal year 2013 with a balance of \$2,936,143.80.

As for public funding, the Commission funds and services two (2) public financing programs – partial public financing and a pilot comprehensive public funding for the Hawaii County Council which is the HCCCPF program. By law, the HCCCPF program provides for a statutory ceiling of \$300,000 for all qualifying candidates during election years 2010, 2012, and 2014 if the fund has at least \$3.5 million as of September 1st of the year prior to the election. See, Act 244, SLH 2008, Section 12. Because the balance of the HECF is below \$3.5 million, the HCCCPF program will not be available for the 2014 election. 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 account for job duties and responsibilities. They will be instrumental when staff evaluations occur in late 2013 and provide the basis for which evaluation forms were developed. 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, two (2) trainings were arranged and commissioners from the State Ethics Commission and Honolulu Ethics Commission were invited to attend. The first training occurred in January 2013 and was from the Office of Information Practices (“OIP”) to familiarize Commissioners with the Sunshine law that governs state/county boards and commissions conducting public meetings. The second training occurred in April 2013 and was from Senior Hearings Officer David Karlen with the Department of Commerce and Consumer Affairs to train Commissioners on conducting contested case hearings and familiarize them with the administrative agency appeals process.

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 Columbus, Ohio, in December 2012 and was attended by Mike Weaver and G. William (“Bill”) Snipes. Mike Weaver sat on a panel of Commissioners in one of the workshops to discuss Commissioner roles and working with staff and executive directors.

As for the Commissioner handbook, it was developed in fiscal year 2008 and is reviewed and updated as needed (the latest update occurred in May 2013). The handbook is given to new Commissioners along with an orientation. In this fiscal year, two (2) orientations occurred in November 2012 and June 2013 for three (3) new Commissioners (i.e., Eldon Ching, Gregory Shoda, and Adrienne Yoshihara).

- **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 July 2013, 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) public funding; and 5) questions related to the Hawaii Election

Campaign Fund, independent expenditures, and 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 - 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 2014

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 (FY2013)

1. Conducted the 2012 Primary and General Elections.
2. Implemented changes to legislative boundaries from the 2011 Reapportionment.
3. Initiated the design phase of creating the new Statewide Voter Registration System.
4. Reviewed, assessed and evaluated the 2012 Election activities.

B. One-Year (FY2014)

1. Continue the review, assessment and evaluation of 2012 Elections activities.
2. Revise and implement changes to elections procedures and materials.
3. Inventory equipment and supplies.
4. Implement new election procedures based on evaluation of 2012 Elections.
5. Procure consultation services to design the new Statewide Voter Registration System.
6. Procure service to build and implement new Statewide Voter Registration system.
7. Procure election equipment, supplies, materials and services.
8. Review Voter and Vote Counting System requirements to prepare for procurement of new contract.

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

1. Conduct the 2014 Primary and General Elections.

2. Conduct stand-down activities of the 2014 election cycle. Review, assess and evaluate 2014 elections. Inventory and perform preventive maintenance on equipment, inventory and supplies.
3. Initiate and continue preparations for the 2016 Primary and General Elections, including procurement of election equipment and supplies.
4. Implement any new procedures for the 2016 election cycles, based on assessment of previous election cycles.
5. Procure new voting and vote counting system contract for three election cycles starting with the 2016 Elections.
6. To have implemented changes from any new 2011 Reapportionment Plans based on lawsuits against the original plan.
7. Design and implement the new Statewide Voter Registration System.

D. Five Years (as of June 30, 2018)

1. To have conducted the 2016 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 2016 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 2014

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 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 \$9,097,023 (\$8,317,732 in wireless surcharges, \$772,986 VoIP surcharges and \$6,305 in interest income).
2. Incurred expenditures and encumbrances totaling \$7,399,326
 - a. \$6,234,625 PSAP reimbursements.
 - b. \$583,279 Department of Budget and Finance special fund assessments.

- c. \$169,142 Wireless Service Provider cost recovery.
- d. \$27,451 Board and Committee member interisland travel
- e. \$384,829 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 2014.
- 4. TKC Consulting Group retained Ke'aki Technologies 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 FY2018.
- 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 and implementation with the IP network deployment underway for Hawaiian Telcom and Intrado. All counties to cutover to the NG9-1-1 network by February 2014.
- 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 enhanced 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 FY2018.
4. Assist PSAPs in planning and facilitation of current and future technological advances to modernize and improve enhanced 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 compliant with all PSAPs.
- D. Estimated percentage of wireless phone users that have enhanced 9-1-1 Phase II service.
- E. 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 2014

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 budget documents for the fiscal biennium 2013 - 15.
- e. Administered the purchasing card (pCard) program which now includes all eligible divisions, staff offices, district offices, and attached agencies. For FY 13, average monthly pCard purchase transactions represented 52% (or approximately 1,100 purchase transactions) of total purchase transactions.
- f. Coordinated and maintained the Hawaii Electronic Procurement System (HePS), an Internet based on-line procurement system, for the department's procurements of \$15,000 to less than \$100,000. Divisions and attached agencies which have recurring procurements between \$15,000 and \$100,000 have also been trained on the HePS.
- g. Maintained 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.
- h. Completed the Hawaii Government Employees Association (HGEA) Favorite Nation negotiated payroll adjustments and EUTF premium reimbursements.

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 161 recruitment actions. Completed 147 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 the implementation of the STOWOP Substitution and Reimbursement Procedures related to the “Favored Nation” Provision for HGEA Bargaining Units 2, 3, 4 and 13, excluded counterparts, and excluded exempt employees.
- e. Coordinated and completed campaign to collect and update personal data and information for all employees, and input data in HRMS.
- f. Coordinated compensation adjustment effective 07/01/13 for employees in BU:2, 3, 4, excluded counterparts, and excluded employees; and effective 10/01/13 for BU:01 employees.
- g. Expedited the establishment, conversion, and filling of multiple key positions for the Office of Information and Management Technology (OIMT).
- h. 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. Moved the Aloha Stadium Authority network connectivity from Hawaiian Telcom’s frame relay lease agreement to the State’s NGN network via Oceanic Cable’s contract to provide access to the NGN for State agencies without recurring costs.
- b. Provided technical support to the PC energy savings program for the department. Housing the departmental PC energy usage control server will allow the monitoring of all the department’s PCs.
- c. Provided the technical support to the Public Works Division’s in consolidating its multiple servers environment to a one server environment.

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. Update the Procurement and Payment Handbook/Website for DAGS staff.
- f. Implement the transition from HePS to a new electronic procurement application, the State of Hawaii eProcurement System (HiePRO).
- g. Complete the HGEA Favorite Nation negotiated payroll adjustment for salary overpayments.
- h. Plan for potential staff transitions by ensuring position descriptions are current. All professional staff position descriptions will be revised and approved by DAGS Personnel Office. The revised position descriptions will more accurately account for job duties and responsibilities.

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. Configure and install a network attached storage server to back-up all computer application systems on the DAGS network.
 - b. Configure and install a rack mounted server with virtual servers to consolidate and reduce the number of physical servers currently in operation for the department.
 - c. Provide technical support to the Public Works Division's request to store and retrieve project file plans and specifications online.

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 e 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 2014

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 despite budget restrictions. The primary focus will be to meet the criteria set forth in the SLA. 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 neighbor island 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 2014

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

Contact Person/Phone No.: Lehua Kalima/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, 2012 to June 30, 2013)

1. The Kamehameha statue Lei Draping ceremony in Honolulu was held in the late afternoon on Friday, June 8, 2013. The Royal Hawaiian band performed prior to the ceremony at Ali'iolani Hale, Robert Cazimero opened the ceremony with an `oli, The Honorable Mayor Kirk Caldwell was a special presenter, and Ka Pa hula o Kauanoe o Wa'ahila closed the ceremony with hula. There were approximately 230-300 in attendance at the event.

2. The 97th annual King Kamehameha Floral parade in Honolulu once again started at 'Iolani Palace at 9 a.m. on Saturday June 9, 2013, traversed through Waikīkī and ended at Kapi'olani Park. The theme of this years parade was "Na Pouhana" honoring U.S. Senators Daniel Inouye and Daniel Akaka. Highlights included Grand Marshal Honorable Senator Akaka and his family and the son of the late Honorable Senator Daniel Inouye, Royal Societies, the Mo'i float representing Kamehameha the Great, various floats, marching bands, Pa'u units representing each island, car clubs, dignitaries, pageant contestants, and a police motorcycle group from Indianapolis which delighted parade viewers with their precision riding and tricks.
3. The Honolulu ho'olaule'a was held at 'Iolani Palace this year with free entertainment, cultural demonstrations, free tours of the Palace, a special presentation on Kamehameha the Great by Walter Kawaiaea, a keiki fun tent and food booths. This was part of a larger "downtown Honolulu" celebration which included Kawaiaha'o Church's annual Hawaiian luau and craft fair, free tours of the Ali'iolani Judicial museum, free admission to the Hawaii State Art Museum, and food trucks parked along Richards Street offering a variety of ethnic dishes.
4. The lei from the ceremony were removed by the commission on the Wednesday following the parade and placed at the Kamehameha crypt at Mauna Ala in Nu'uano.
5. Lei Draping Ceremony at the Hilo Kamehameha Statue at 5 p.m. on June 10, 2013.
6. Kamehameha Day Lei draping, parade and ho'olaule's in Kohala on June 11, 2013.
7. A ho'olaule'a at Moku Ola in Hilo on June 11, 2013.
8. Parade and Ho'olaule'a along Ali'i Drive and the King Kamehameha Hotel parking lot in Kailua-Kona on Saturday June 15, 2013.
9. Parade and Ho'olaule'a along Front Street and Kamehameha `Iki park in Lahaina, Maui on Saturday, June 15, 2013.
10. Parade and Ho'olaule'a along Rice Street and Vidinha Stadium in Lihu'e, Kaua'i on Saturday, June 15, 2013.

B. Year 1 (July 1, 2013 to June 30, 2014)

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 personnel funding from 2014 Hawai'i State Legislature for two (1) permanent positions within the commission office: one, 1.0 Executive Director; one (1), .5 clerk-typists. If approved, start preparing the documentation to establish the positions.
9. Seek sponsorship monies from private businesses and organizations to help fund celebration events on all islands.

C. Year 2 (July 1, 2014 to June 30, 2015)

1. Continuation of Year 1 activities.
2. Begin planning for 100th parade in 2016 in Honolulu

D. Year 3 (July 1, 2015 to June 30, 2016)

1. Continuation of Year 2 activities.
2. Hold extraordinary Parade and ho'olaule'a in Honolulu to celebrate 100th anniversary of the O'ahu Floral Parade

E. Year 4 (July 1, 2016 to June 30, 2017)

1. Continuation of Year 3 activities.

F. Year 5 (July 1, 2017 to June 30, 2018)

1. Continuation of Year 4 activities.

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 2014

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

Contact Person/Phone: Eva Laird Smith, Executive Director/586-0301

I. Goals

The State Foundation on Culture and the Arts adopted its current strategic plan, effective FY2014 to FY2018 in July 2013. The planning process was conducted statewide over a nine-month period as the key component of Senate Concurrent Resolution 57, passed in 2012. A formal report on the implementation of SCR 57 will be submitted to the State Legislature prior to the start of the 2014 session.

In this report we'll discuss past progress relative to our past plan (FY2013) as well as projections contingent on the implementation of our new plan (FY2014-FY2018), we will begin our report with past year accomplishments and the tenets of our former plan. The FY2014-FY2018 strategic plan for the current and out years will follow.

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

A. The following reflects accomplishments during the past year (FY 2013) and continues with projected accomplishments for FY2014 through FY 2018. Senate Concurrent Resolution 57 guided the agency's most recent planning process. The resolution called for a working committee to make

a recommendation as to the SFCA's placement in State government; guide the development of a new strategic plan; review the effectiveness of the agency's current infrastructure; recommend actions to ensure the agency's long-term sustainability.

Strategic Plan FY 2008-FY2013

1. To develop and provide resources, leadership, advocacy and awareness in support of culture and the arts in Hawai'i

- a. Past Year Accomplishments (FY 2013): Continued partnerships with local, regional and national arts organizations to strengthen the national arts network. Convened a working retreat for SFCA Commissioners to launch SCR 57. Facilitated by CEO of National Assembly of State Arts Agencies. Maintained federal funding from the National Endowment for the Arts (NEA) at \$641,900. Hosted WESTAF forum for its regional executive directors. Completed digitization of art collection images on June 21, 2013. Conducted online grant application process and exhibition invitational programs through Western States Arts Federation (WESTAF). Awarded 70 grants through the Biennium Grants Program at \$545,000. Continued schedule of commissioning works of art in statewide community sites. Rotated artworks at State Capitol and 3 neighbor islands. Continued publications, published monthly E-newsletter and migrated the agency website to OIMT State website. Published annual report. Dedicated fountain from the Kingdom of Morocco on front lawn of No. 1 Capitol District Building, commemorating relations between Hawai'i and Morocco. Changed bronze plaque for *The Spirit of Lili'uokalani* to the dates of the Queen's coronation and her death. Dedicated Sculpture Garden with accessible landscaping that is also sensitive to Hawaii's natural environment, which was recognized with a design award from the Mayor of Honolulu.

2. To increase access to culture and the arts, especially to Neighbor island and underserved communities

- a. Past Year Accomplishments (FY2013): Awarded 25 Biennium Grants to Neighbor Island organizations (This represents one-third of the total grants given). Conducted acquisition reviews statewide; Continued E-newsletter to reach audiences via Internet. Conducted statewide grants workshops and recruited 2 to 4 neighbor island panelists for each of 5 grants review panels. Revised grants guidelines to allow for more focused funding. Continued supporting the UH Statewide Cultural Extension Program (SCEP). Conducted Poetry Out Loud statewide competition (\$20,000). Provided travel assistance for Hawaii's Poet Laureate Kealoha to deliver keynote address at Northwest consortium of arts presenters in Seattle.

Continued partnership with DOE and Hawaii Community Foundation to provide \$430,000 to Artists in the Schools Program statewide.

3. To focus on encouraging and enhancing Native Hawaiian culture and arts, artists and practitioners

- a. Past Year Accomplishments (FY2013): Awarded Biennium grants to seven organizations with Native Hawaiian subject matter; Concluding second year of funding for 10 new folk arts apprenticeships in the traditional arts of Hawai‘i and the Pacific; Implemented third year of funding for “Ka Hana Kapa,” a project with Halau o Kekuhi in kapa making. Working with Hawaii PBS on documenting the project and distribution of the film nationwide. Dedicated HiSAM Sculpture Garden, which was recognized with two landscape design awards for its integration of art and traditional Hawaiian trees and foliage.

4. To increase opportunities for arts education and experiences, especially for pre-K-12 grade level students

- a. Past Year Accomplishments (FY 2013): 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 (\$430,000) and convened a task force to evaluate and recommend improvements to the program and process; 75 schools, 11,000 students served statewide. Conducted professional development sessions for 65 teaching artists and 143 classroom teachers. Sponsored Poetry Out Loud recitation competition open to high school students statewide. More than 12,000 students took part. Increased Art Bento- hands-on art exercises for students with HiSAM tours; continued Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM; continued museum tours for school children statewide. Completed new strategic plan for ARTS FIRST Partners FY 2013-2018.

5. To develop the Hawai‘i State Art Museum as “the people’s museum” and fulfill its potential in furtherance of HSFCA’s mission and priorities

- a. Past Year Accomplishments (FY2013): Mounted 2 new exhibitions in HiSAM and the Scholastic art show of student work at both HiSAM and the Hawaii Convention Center. Continued Art Bento - hands-on art exercises for students following HiSAM tours. Participants included 15 schools, 110 teachers and 2,600 students. Continued Second Saturdays for families and children that provide hands-on intergenerational art workshops in the museum. Total attendance for these workshops 1,763. Continued museum tours for school children statewide. Continued First Fridays/Live from the Lawn events. Noon

lunchtime art lecture series drew 300 audience members. Completed digitizing and documenting State Collection. Switched to iPad images from hard copy when previewing artwork for placement in State offices. Performed outreach for HiSAM and the Art in Public Places Program through art acquisition selection visits statewide. Acquired 61 relocatable works of art and 27 gifts for the APP collection.

Strategic Plan FY 2014 – FY 2018

Mission Statement of the State Foundation on Culture and the Arts: To promote, perpetuate, preserve and encourage culture and the arts as central to the quality of life of the people of Hawai‘i.

1. Goal #1 –Advance the arts and culture in Hawai‘i through advocacy.

- a. One Year (FY2014): Continue partnerships with local, regional and national arts organizations to strengthen the national arts network. Sustain federal partnership grant from National Endowment for the Arts (NEA). Represent HSFCFA at national and western region leadership meetings. Conclude visioning process and initial implementation of SCR 57. Continue to build online programs with help from WESTAF. Convened art advisory committee to commission a work of art in memory of the late U. S. Senator Daniel Inouye. Continue full schedule of commissions work, art rotations, and acquiring new works for the Art in Public Places Collection. Begin composing virtual tours of exhibits in the Hawai‘i State Art Museum. Mount at least 3 new exhibits in HiSAM. Travel exhibit(s) as appropriate. Continue museum initiatives: Art Bento, ArtLunch, Second Saturdays, First Fridays, and themed exhibitions. Publish monthly E-newsletter and further develop agency’s website.
- b. Two Years (FY2015): Dedicate work of art in memory of Senator Inouye. Convene art advisory committee to commission a work of art in memory of the late U. S. Representative Patsy Mink. Award new set of Biennium Grants. Continue museum initiatives: Art Bento, ArtLunch, Second Saturdays, First Fridays, and themed exhibitions. Continue art rotations, commissioned works of art, and visiting exhibitions with art acquisition selection committees. Continue publishing monthly E-newsletter and further develop agency’s website.
- c. Five Years (FY 2018): Begin work on the agency’s next strategic plan. Sustain federal partnership with the NEA. Continue the national arts dialog through affiliations with National Assembly of State Arts Agencies, Western States Arts Federation, Institute for Museum and Library Services and local nonprofits. Continue museum initiatives:

Art Bento, ArtLunch, Second Saturdays, First Fridays, and themed exhibitions. Continue with commissions program, visits to exhibitions, and statewide art rotations. Publish monthly E-newsletter and further develop agency's website.

2. Goal #2 – Increase accessibility to arts and cultural programs for underserved groups.

- a. One Year (FY2014): Conduct acquisition reviews statewide. Perform conservation and maintenance of commissioned works of art statewide. Continue E-newsletter to reach audiences via Internet. Continue supporting the UH Statewide Cultural Extension Program (SCEP). Conduct Poetry Out Loud statewide competition (\$20,000). Continue partnership with DOE and Hawaii Community Foundation to provide \$430,000 to Artists in the Schools Program statewide. Continue attending DCAB meetings as appropriate.
- b. Two Years (FY2015): Award new set of Biennium Grants. Continue publications, publish monthly E-newsletter and further develop agency's website. Currently, art rotation is scheduled to take place in Hilo (15 sites), with the possibility of more rotations to be scheduled later in the year. Conduct acquisition reviews statewide. Perform conservation and maintenance of commissioned works of art statewide. Continue supporting the UH Statewide Cultural Extension Program (SCEP). Conduct Poetry Out Loud statewide competition (\$20,000). Continue partnership with DOE and Hawaii Community Foundation to provide \$430,000 to Artists in the Schools Program statewide. Continue attending DCAB meetings as appropriate.
- c. Five Years (FY2018): Begin developing agency's new strategic plan. Award new set of Biennium Grants. Continue publications, publish monthly E-newsletter and further develop agency's website. Conduct acquisition reviews statewide. Perform conservation and maintenance of commissioned works of art statewide. Continue supporting the UH Statewide Cultural Extension Program (SCEP). Conduct Poetry Out Loud statewide competition (\$20,000). Continue partnership with DOE and Hawaii Community Foundation to provide \$430,000 to Artists in the Schools Program statewide. Continue work of commissions, art rotations, and viewing exhibitions. Continue attending DCAB meetings as appropriate. Draw on new revenue streams. Maintain federal funding from NEA.

3. Goal #3 – Strengthen Arts Education Pre-K through 12 and plan for Lifelong Learning

- a. One Year (FY2014): Implement four 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 (\$430,000). Continue 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 HiSAM; continue museum tours for school children statewide. Continue Scholastic exhibitions at HiSAM and Hawai‘i Convention Center. Maintain partnerships with the Hawaii Community Foundation and the NEA.

- b. Two Years (FY 2015): Continue Scholastic exhibitions at HiSAM and Hawaii Convention Center. Use federal funds to increase access to Title I schools to be able to participate in Artists in the Schools Program. Maintain partnerships with the Hawaii Community Foundation and the NEA. Implement four 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 (\$430,000). Increase capacity building for Art Bento to program for neighbor island students; continue Second Saturdays for families and children that provide intergenerational art workshops in HiSAM; continue museum tours for school children statewide.
- c. Five Years (FY2018): Continue Scholastic exhibition, venues to be determined. Continue Artists in the Schools Program, Art Bento, and convening the ARTS FIRST Partners. Sponsor Artist Residencies in public schools. Host professional development workshops for artistic teaching partners and classroom teachers. Continue new project with NEA funding: Continue Scholastic exhibitions at HiSAM and Hawaii Convention Center. Use federal funds to increase access to Title I schools to be able to participate in Artists in the Schools Program. Maintain partnerships with the Hawaii Community Foundation and the NEA.

4. Goal #4 – Actively encourage and support Native Hawaiian culture, arts, artists and practitioners

- a. One Year (FY2014): Launch new program, “Folk & Traditional Arts Learning Grants” for youth. Two grants to be awarded; budget \$20,000. Continue new project with NEA funding: “Hawaiian Performing Arts Youth Outreach,” with increased funds to \$50,000. Folk Arts apprenticeship process conducted; new masters and their apprentices to be selected. Dedicate Sculpture Garden’s iconic Hawaiian work of art by May Izumi.
- b. Two Years (FY2015): Continue Folk & Traditional Arts Learning grants for youth. Two grants to be awarded; budget \$20,000.

Continue “Hawaiian Performing Arts Youth Outreach.” Conclude second year of Folk Arts apprenticeships. Select and commission iconic work of art to be installed on front lawn of No. 1 Capitol District Building.

- c. Five Years (2018): The agency will be developing a new strategic plan. Continue “Hawaiian Performing Arts Youth Outreach.” New round of Folk Arts apprenticeships to be selected. Dedicate iconic work of art on front lawn of No. 1 Capitol District Building.

5. Goal #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. One Year (FY2014): Maintain good standing with NEA and other national and regional arts service agencies. Mount 3 new exhibitions in HiSAM. Perform outreach for HiSAM and the Art in Public Places Program through art acquisition selection visits statewide. Acquired 12 relocatable works of art for the collection and 4 gifts during first quarter of the fiscal year. Add two new positions to perform marketing and fundraising for current programs. Reinstate accountant and information specialist positions. Evaluate the need to make changes to the agency’s infrastructure. Help to boost The Friends of HiSAM and docent and volunteer programs.
- b. Two Years (FY2015): Maintain good standing with NEA and other national and regional arts service agencies. Mount 2 new exhibitions in HiSAM. Continue developing Art Bento and evaluating impact of program changes. Continue Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM. Continue First Friday events. 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.
- c. Five Years (FY 2018): The agency’s new strategic plan will be developed. Maintain good standing with NEA and other national and regional arts service agencies. Work toward accreditation for HiSAM. Continue to strengthen revenue streams through research, field connections, recruiting young hires and investing in them as part of the agency’s future.

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. Final project 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 were placed 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 strategic plan implementation through ongoing benchmarking process. Aligned proposed FY 2013 agency projects and FY2013 grants projects with strategic plan. Assessed competitiveness of federal partnership application. The agency's much needed reorganization evaluation is on hold pending the implementation schedule being developed for recommendations from SCR 57.
- 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 populations such as immigrant populations, youth/students, and underserved communities.
- D. Media coverage measure – In the interest of transparency, use of best practice approaches. The SFCA not only responds to inquiries from the media, but also continually provides the media with clarification regarding its collections, exhibitions, and acquisitions policies.

The SFCA's efforts to mount an exhibit culled from a single collector are an interesting new development that allows for deeper thematic discussions. Such a show will open in November 2013 and we hope the public will take as much interest in the show as we have in its planning as it was a collaborative effort to complement our APP Collection. We are also venturing into collaborations with educational institutions such as the University of Hawai'i.

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

January 2014

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.

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.

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 include education and training on terrorist-type concerns and emergency preparedness.
2. Increase awareness of the Americans with Disabilities Act policies to prevent any discriminatory issues from arising.
3. Train and update contract security on all of the rules and policies associated with the stadium and 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.

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).
- 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 continual 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. Initiate steps to obtain authorizations and budgets to implement planning, design and construction of new Engineering and Maintenance Management Branch Office and Operations Building.
- e. 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.

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.

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.

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. Increase ticket distribution points and methods by which customers may purchase tickets to increase ticket sales.

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.

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.

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. Implemented new parking procedures for the Lower and Upper Halawa Lots.
- k. Assisted UH in implementing a secret guest program to recognize employees for their outstanding customer service.
- l. Continue to implement new parking pass procedures for UH football.
- m. Continue to install new and replacement scoreboard equipment.
- n. Assisted UH with a student parking plan for UH football games.

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.

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.

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.