

STATE OF HAWAII
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS AND OBJECTIVES
FOR THE PERIOD JULY 1, 2022 THROUGH JUNE 30, 2023

SUBMITTED TO
THE THIRTY-SECOND 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 2024

**Submitted to the Thirty-Second 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-seven 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 24 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 131	Enterprise Technology 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 Services
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 881 State Foundation on Culture and the Arts incl.
King Kamehameha Celebration Commission

Individual Rights

AGS 105 Enforcement of Information Practices

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 131	Enterprise Technology 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 Services
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 2024

Program ID/Title: AGS-101/CA Accounting System Development and
Maintenance
Contact Person/Phone: Roxanne Watanabe (808)586-0608

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 using 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

Implementation Timetable

1. Statewide Time and Leave Modernization Project – involves replacing the existing Payroll System and implementing a statewide Time and Leave System.
 - (1) Past Year Accomplishment

Continue to participate in the maintenance, and support activities of the Time and Leave System.

Increased active support activities of the Time and Leave System.
 - (2) One Year

Increase active participation in the maintenance and support activities of the Time and Leave System, and integrate knowledge transfer to SAB.

Continue to fill positions and train staff to support Statewide Time and Leave System (HIP)

Develop notification processes to evaluate time and leave submittal to ensure employees are paid timely.
 - (3) Two Year

Participate in the maintenance and support activities of the Time and Leave System and integrate knowledge transfer to SAB staff and the stabilization of the system.

Continue to evaluate the user experience. Evaluate the system for workflow and process streamlining and efficiencies.

Continue to on-board support staff and train for proficiency in user support.

Review continued support of the system. Evaluate for possible software end-of-life.

Creating a plan for upgrading or replacing. Assessing the risks and potential impacts on business operations. Create communication with users and stakeholders about the process.

(4) Five Year

Continue with maintenance and support activities of the Time and Leave System and integrate knowledge transfer to SAB staff and the stabilization of the system.

Support implementation of a plan to upgrade or replace the current Time and Leave System. Review the risks, and impacts of continuing to use an unsupported platform, manage impacts to the business process in implemented scenario, continued use, upgrade, or replace.

m. New Financial System Project – involves replacing the existing Financial Systems.

(1) Past Year Accomplishment

Participated in the evaluation of vendor RFPs and the selection of the new Financial System.

Participated in the design and development of the new Financial System

(2) One Year

Continue to participate in the design and development of the new Financial System and participate in the implementation process activities.

(3) Two Year

Continue to participate in the design and development of the new Financial System and participate in the implementation process activities.

(4) Five Year

Participate in the maintenance and support activities for the new Financial System.

n. Financial Datamart System

(1) Past Year Accomplishment

Maintained the efficiency and the functional performance of the Financial Datamart System to ensure that department users could consistently access the system.

(2) One Year

Continue maintenance of the Financial Datamart system to ensure system performance in providing required functionality for the department users. The need for future enhancements will be evaluated and based on the functionality and readiness of the new Financial System, to ensure the best use of personnel and financial resources.

Assessment of future Financial System and possible replacement of Datamart system. Create a plan for replacement. Review risks and business process impacts.

(3) Two Year

Continue maintenance of the Financial Datamart system to ensure system performance and providing required functionality for the department users.

Evaluate the conversion of the Financial Datamart system from an active database to an archive database system in preparation for the migration to the new financial system.

(4) Five Year

Migration from the Financial Datamart system completed. The new financial system is performing and providing the required functionality for department users.

B. Objective/Policy #2 - Systems Maintenance

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

- a. User Support
- b. System Modification and Enhancement
- c. System Analysis and Re-engineering

2. Implementation Timetable

- a. Check Image Storage and Retrieval System

(1) Past Year Accomplishment

Maintained the Check Image Storage.

(2) One Year

Review HRS and retention documentation, past responsibilities, & FHB digital image access. Warrant Reconciliation System reports uploaded to a SharePoint site allowing immediate access to cash management resources for The Department of Budget and Finance to resume jurisdiction over warrant redemption and the proper payment of warrants including their proper endorsement.

Support task to transfer operational duties to The Department of Budget and Finance along with the Check Image process and prior check image mediums for retention and disposal.

b. User Support for Statewide Accounting System

Assist and support all users of the Statewide Accounting System (which includes FAMIS, Payroll System, Central Warrant Writing System, Warrant Reconciliation System, and Financial Datamart).

These are ongoing activities and are applicable to all year categories – past year, one year, two year and five year.

c. Systems Maintenance and Enhancement

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

These are ongoing activities and are applicable to all year categories – past year, one year, two year and five year.

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 about 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) Data Integrity and System Security

2. Implementation Timetable

a. Past year Accomplishment

Maintained and enforced systems security protocols for existing accounting systems to ensure users were authorized to access systems to enter data, review data, or retrieve data.

b. One Year

Evaluate the Time and Leave system accounting controls to ensure that the system processes transactions properly and complies with overarching governance guidelines.

Develop a program for the new Financial System accounting controls to ensure that the system processes transactions properly and complies with overarching governance guidelines.

c. Two Year

Maintain the Time and Leave system accounting controls to ensure that the system processes transactions properly and complies with overarching governance guidelines.

Evaluate the new Financial System accounting controls to ensure that the system processes transactions properly and complies with overarching governance guidelines.

d. Five Year

Continue to maintain the Time and Leave System and Financial System accounting controls to ensure that these systems process transactions properly and complies with overarching governance guidelines.

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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January 2024

Program ID/Title: AGS-102/CB Expenditure Examination

Contact Person/Phone: Alan Visitacion/(808) 586-0660

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. Consult 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. Consult 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. Consult and meet with the Department of Accounting and General Services Administrative staff to determine issues that should be addressed in the updating of the training materials.

2. Required Action – The program will review State and Federal laws for any changes to reporting requirements and will participate in the development and implementation of the existing payroll system, and the new time and attendance and financial systems.
 - a. Determine if Comptroller’s Memorandums need to be issued to inform departments and agencies of any changes to implement any new requirements.
 - b. Determine if changes in reporting requirements involve form revisions to allow for new reporting requirements which would be met by AGS 101 – Accounting System Development and Maintenance Program.
 - c. Determine how current policies, procedures and processes will be impacted with the existing payroll system, and new time and attendance and financial systems.
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 – Consult 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. Implement any changes and provide training as required with the implementation of the new payroll system. Participate in the stabilization of the new time and attendance system and the implementation and development of the new financial accounting system.
 - c. Two Years –Participate in trainings and meetings with functional and operational process groups for the new financial accounting system.
 - d. Five Years – 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. Develop business processes for the new financial accounting system.
- B. Objective/Policy #2 – Prompt payment of the State’s contractors, vendors, third-party payees, and State employees.
 1. Required Actions – The program will continue to maintain five working day turnaround for the State’s contractors and vendors.

- a. Determine whether current pre-audit procedures need to be revised for any changes impacting the program's "Objective/Policy #1" and formulate changes that may be required by the new financial system.
 - b. Implement any changes in pre-audit procedures that do not negatively impact pre-audit's responsibility.
2. Required Actions – The program will develop policies and procedures to accept electronic invoices. The program will also develop policies and procedures relating to acceptance of electronic signatures on contracts.
- a. Determine how current pre-audit procedures will need to be revised for any changes due to the current payroll system and probable financial systems.
 - b. Implement any changes in pre-audit procedures that do not negatively impact pre-audit's responsibility and are required by the current payroll, time and attendance and accounting financial systems.
3. Implementation Timetable
- a. Past Year Accomplishments – Released Comptroller's Memorandums on updated compliance and revised business processes. Provided continuous training and reinforcements of new payroll processes and compliance through payroll memos.
 - b. One Year – Review and implement any changes resulting from the implementation of the Time & Attendance program. Assist in the implementation and development for the new financial accounting system.
 - d. Two Years – Monitor and update business processes and provide training resulting from the implementation of the Time & Attendance program. Assist in the implementation of the new financial accounting system.
 - e. Five Years- Establish statewide payroll and payment policies and procedures and provide training for conformity for the payroll, Time & Leave and the new financial accounting system.

IV. Performance Measures

- A. Customer Satisfaction measure – Departmental personnel responsible for contracting and vouchering will be provided clear and consistent guidelines and hopefully reduce resubmission from rejected contracts and payments.

- B. Program Standard measure – Number of “Audit Correction Slips” issued after issuance of new policies and procedures. The Audit Correction Slip is a notification to the department to validate why the contract, vendor payment, forms, etc. were returned and could not be processed.

- C. Cost Effectiveness measure – Timely contract encumbrances and reduction in late interest payments. In addition, reduction of salary overpayments.

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January 2024

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

Contact Person/Phone: Ladea Nash/(808)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 Annual Comprehensive Financial Report.

II. Objectives and Policies

- A. #1 - The issuance of the State's Annual Comprehensive Financial Report (ACFR) in conformance with generally accepted accounting principles (GAAP). This also includes the submission of the State's ACFR 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. The procurement and implementation of a new financial accounting system including the creation of a new Uniform Chart of Accounts.

III. Action Plan with Timetable

- A. Objective/Policy #1 - The issuance of the ACFR 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 2022 ACFR including the government-wide accrual basis financial statements and the discussion and analysis of the financial statements. The FY 2022 ACFR was issued in December 2022.

in creating a new uniform chart of accounts would require compiling department requirements, to ensure usability by all.

2. Past Year Accomplishments

- a. Worked alongside various entities to create a new uniform chart of accounts to be available to all departments for new system implementations and continuous updating in 2022.
- b. Participated in the initial steps of procuring and vendor selection of a new accounting system.

3. One Year

- a. Continue to review current process and utilizing the State's intranet to improve processing and dissemination of financial information.
- a. Assist in the implementation of a new financial accounting system.

4. Two Years

- b. Participate in various training/meetings with functional and operational process group.
- c. Continue to assist in the implementation of a new financial accounting system.

5. Five Years

- a. Establish business process and procedures for the 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 ACFR and the number of departments utilizing the new financial system as its primary system of information.
- B. Program Standard measure - The publication within six months after the fiscal year is closed for the ACFR and the prompt processing of the accounting data and reports and the implementation within five years of a new financial accounting system.

- C. Cost Effectiveness Measure - Cost effectiveness is measured by the amount of overtime incurred to complete the ACFR and to process accounting data and reports. The implementation of a new financial accounting system on budget.

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

January 2024

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

Contact Person/Phone: Ron T. Shiigi/(808)586-0359

I. Goal

To achieve compliance with State laws by the State's executive departments, agencies and other entities on accounting procedures and internal control systems and other audit requirements of State laws through financial, compliance and verification audits performed by external auditors and the Audit Division.

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 and; as applicable to certain State departments and other entities based on State laws, to ensure that such State departments and other entities comply with the accounting and internal control policies and procedures and related State laws applicable to such State departments and other entities.
- 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.
- C. #3 – To establish verification procedures to comply with the certification requirements of HRS §40-81.5 related to the invoices for the capital costs of a locally preferred alternative for a mass transit project. As deemed necessary, based on the nature of the costs of the rapid transportation authority, develop the appropriate verification policies and procedures to determine compliance with the capital cost requirements of HRS §46-16.8 (e).

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 and; as applicable to certain State departments and other entities based on State laws, to ensure that such State departments and other entities comply with the accounting and internal control

policies and procedures and related State laws applicable to such State departments and other entities.

1. Required Actions.
 - a. Define the target group.
 - b. Establish for the fiscal year a plan for the desk reviews of audits of financial statements conducted by external auditors and for the financial and compliance audits to be performed by the Audit Division.
 - c. Report the results of the desk reviews of the audited financial statements of departments and agencies conducted by external auditors and the audits conducted by the Audit Division.
2. Past Year Accomplishments.
 - a. The target group was defined.
 - b. Conducted desk reviews of 23 audits of departments and agencies performed by external auditors during the fiscal year. The Audit Division completed desk reviews of the audited financial statements and related reports of such audits. Additional information is provided in c. below.
 - c. 11 of 23 departments and agencies identified 44 findings of noncompliance with the accounting system or internal controls including noncompliance with Federal award program compliance requirements. The departments and agencies have responded to these findings and have or are in the process of implementing corrective actions.
 - d. 16 audits including 4 certification statements related to the certification requirements of HRS §40-81.5 were completed by the Audit Division during the fiscal year. Additional information is provided in e. though g. below.
 - e. 16 of the 16 audits excluding the results from the 4 certification statements completed identified noncompliance with the departments' and other entities' accounting system or internal control policies and procedures.
 - f. 192 audit findings were reported for the fiscal year. Responses to these findings were received indicating that corrective actions were implemented or were in the process of implementation.

- g. With respect to the certification requirements of HRS §40-81.5, the following results and other matters are noted:
 - i. From January 18, 2018 (inception) to June 30, 2023, the total amount of invoices submitted to the Comptroller for payment by the Honolulu Authority for Rapid Transportation (HART) totaled \$2,034,457,345, of which 23 certification letters have been issued for 1,092 invoices totaling \$1,727,519,736, were verified in compliance with the capital cost requirements of HRS §46-16.8 (e). This amount was remitted to the City and County of Honolulu was limited by the amount of available funds in the Mass Transit Special Fund in accordance with the requirements of HRS §248-2.7.
 - ii. For the fiscal year ended June 30, 2023, 4 certification statements totaling \$376,090,934, were verified in compliance with the capital cost requirements of HRS §46-16.8 (e).
 - iii. As of June 30, 2023, the amount that DAGS Audit Division determined were not qualifying as capital costs under requirements of HRS §46-16.8 (e) or required additional information from HART totaled \$4,558,807, and, accordingly, were not reimbursed to the City and County of Honolulu from the Mass Transit Special Fund.
 - iv. As disclosed in Note 3 to the Comptroller's Certification dated July 30, 2023, adjustments may be made to reduce the amount of future reimbursements to HART for prior invoices certified by the Comptroller that are found to be in error due to fraud, illegal activities or other violations of laws and regulations.

As further noted in the Comptroller's Certification, the objective of the procedures performed by the Audit Division were limited to verifying that the invoices submitted by HART complied with a specific law. Accordingly, the verification procedures were not designed to detect fraud or other illegal activities.

3. One Year

- a. Define the target group.
- b. Monitor the progress of the plan for the desk reviews of audited financial statements performed by external auditors and for the audits to be performed by the Audit Division.

- c. Perform desk reviews of the completed audit reports as to noncompliance with established accounting procedures and internal controls and that written policies and procedures are functioning as designed and noncompliance with Federal requirements.
 - d. Report the results of the desk reviews of the audits of financial statements of departments and agencies conducted by external auditors and the financial and compliance audits conducted by the Audit Division.
 - e. Conduct follow-up inquiries, as necessary, on the results of the audits.
 - 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. Monitor and conduct desk reviews of the audited financial statements of executive departments and agencies performed by external auditors.
 - c. Establish a plan for the audits to be performed by the Audit Division.
 - d. Report the results of the monitoring and audits.
 - 2. Past Year Accomplishments.
 - a. The target group to be audited was defined.
 - b. Planned for the review of 23 financial and compliance audits to be performed by external auditors and 16 financial, compliance and verification audits to be performed by the Audit Division were established.
 - c. Conducted desk reviews of 23 audit reports of departments and agencies performed by external auditors and 16 audits were completed by the Audit Division during the fiscal year.

- d. Conducted follow-up inquiries, as necessary, on the audit findings identified by external auditors and the Audit Division.
3. One Year
 - a. Define the target group to be audited.
 - b. Establish a plan for the desk reviews of audits conducted by external auditors and audits to be conducted by the Audit Division.
 - c. Conduct desk reviews of audit reports of planned audits performed by external auditors and perform audits by the Audit Division.
 - 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.
- C. Objective/Policy #3 – To establish verification procedures to comply with the certification requirements of HRS §40-81.5 related to the invoices for the capital costs of a locally preferred alternative for a mass transit project. As deemed necessary, based on the nature of the costs of the rapid transportation authority, develop the appropriate verification policies and procedures to determine compliance with the capital cost requirements of HRS §46-16.8 (e).
1. Required Actions
 - a. Define the target group.
 - b. Develop an understanding of the accounting and expenditure processes and procedures of the rapid transportation authority.
 - c. Develop a general and detailed verification plan and related procedures for complying with the verification section of the Act.
 - d. Develop the certification statement and related supporting documents to comply with the certification requirements of the Act.
 - e. Perform the verification procedures and report the results in the certification statement.

2. Past Year Accomplishments
 - a. The target group has been identified.
3. One Year
 - a. Define the target group.
 - b. Develop an understanding of the accounting and expenditure processes and procedures of the rapid transportation authority.
 - c. Develop a general and detailed verification plan and related procedures for complying with the verification section of the Act.
 - d. Develop the certification statement and related supporting documents to comply with the certification requirements of the Act.
 - e. Perform the verification procedures and report the results in the certification statement.
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. HRS §40-81.5 – Program has standard measures of performance based on the number of verifications and related certification statements issued for each fiscal year.
- B. Program Standard Measure – Program standard will be the completion of desk reviews of audited financial statements performed by external auditors of departments and agencies with follow-up, if necessary, by the Audit Division and the completion of planned audits performed by the Audit Divisions.
- C. Cost Effective Measure – Cost to conduct the audits by the program will be monitored to ensure that they are reasonable and fair and do not exceed budgeted costs and comparable audit fees.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
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January 2024

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

Contact Person/Phone: Adam Jansen/(808)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 records of enduring legal, historical, or fiscal value from government agencies and private donors.
- B. Make records available for access via the internet.
- C. Develop and revise records retention and disposition schedules for the executive branch and continue to operate the State Records Center for the storage of non-current, non-permanent government records.
- D. Manage the Hawaii State Digital Archives 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: Accessioned 220.25 cubic feet of records and special collections; retrieved 19,721 records for researchers; translated 496 pages of Hawaiian language records; serviced 7,967 researchers; scanned 59,473 images; uploaded 138,815 records for public access; and received 560,965 unique website visitors to Archives online resources.

2. Records Center: received 2503 cubic feet of records; completed 1,347 records requests; 26 record series abolished and 11 new series scheduled.
3. Purchased replacement warehouse management software, Versatile Enterprise, to provide better services and control over records to client agencies; and RFID printer and barcode scanners create a system to allow agencies to track and manage their records. Started the Records Pick-Up Service to save agencies the cost of hiring a moving company to move boxes from their office to the State Records Center. Storing 250 boxes of Stadium Authority videos that were transferred to Hawaii State Archives in the temperature and humidity-controlled vault.
4. Digital Archives: Revised implementation of Digital Pipeline services; improved web-based user search interface to access digital archives catalog, including bi-lingual Hawaiian language support; implemented multi-media functionality to stream audio and video.

B. One Year

1. Archives: Accession 200 cubic feet of records; appraise, arrange, and describe 200 cubic feet of records; retrieve 20,000 records for researchers; translate 400 pages of Hawaiian language records; service 5,000 researchers; upload 1,500,000 new images (records) to the Archives' website; 500,000 unique web visitors to the Archives' research portal website.
2. Records Center: Schedule/revise 20 records series; receive 3,500 cubic feet of records; service 1,000 records requests; and coordinate destruction of expired records. Coordinate the shipment of records from the Neighbor Islands to the State Records Center. Advertise the new Records Pick-Up service so agencies will use it to store records at State Records Center. Purchase and install RFID readers at the front and back entrances with a wand to track records to enhance the management capabilities of the warehouse management software. Barcode all shelving and RFID tag all boxes and checked out records for better management and tracking. Fill two new archivist positions.

3. Digital Archives: Continue development of the system's Information Model by identifying, modeling and implementing new services required by State Agencies; develop and implement approaches for gathering system parameters, performance metrics; perform ongoing maintenance and upgrades of the digital repository hardware, software and storage sub-systems; improve support for Hawaiian language records, improve search functionality and the general user experience of the public web-based interface into the Digital Archives, in consultation with State Agencies and interested public.

C. Two Years

1. Archives: Accession 400 cubic feet of records appraise, arrange, and describe 400 cubic feet of records; retrieve 40,000 records for researchers; translate 800 pages of Hawaiian language records; service 10,000 researchers; upload 3,000,000 new images (records) to the Archives' website; 1,000,000 unique web visitors to the Archives' research portal website.
2. Records Center: Schedule 40 records series; receive 6,000 cubic feet of records; service 2,000 record requests; and coordinate destruction of expired records. Work with ETS in managing electronic records, updating the General and Departmental Records Retention and Disposition Schedules, and providing Records Management related guidance and technical assistance to Executive Branch agencies. Purchase an industrial shredder to cost-effectively shred for State Records Center and Executive Branch agencies.
3. Digital Archives: Ongoing maintenance and development of the Digital Archives' system including replacement of hardware, and storage sub-systems, along with upgrades to software infrastructure; onboard additional partner agencies beyond Executive Branch agencies; develop additional user functionality (e.g. personalization, saved searching, new record alerts, target searching, etc.) based on feedback; and roll out functionality necessary to preserve additional format types of records (e.g. GIS systems, social media, streaming audio/video, dynamic databases, and web-based systems); and research and develop roadmap for all upcoming state systems, projects or technologies that may impact the Digital Archives.

D. Five Years

1. Archives: Accession 1000 cubic feet of records; appraise, arrange, and describe 1250 cubic feet of records; retrieve 100,000 records for researchers; translate 2,000 pages of Hawaiian language records; service 20,000 researchers; upload 7,500,000 new images (records) to the Archives' website; 1,500,000 unique web visitors to the Archives' research portal website.
2. Records Center: Schedule 80 records series; receive 15,000 cubic feet of records; service 5,000 record requests; and coordinate destruction of expired records.
3. Digital Archives: Ongoing maintenance and development of the Digital Archives' system including replacement of hardware, and storage sub-systems; continue developing additional user functionality based on feedback; develop and implement services and tools utilizing Artificial Intelligence, Data Mining and Machine Learning for Digital Preservation Pipeline and services that support record consumers' needs; and roll out functionality necessary to preserve additional format types of records.

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” of how information is presented on the website. If there are suggestions and/or complaints, develop a survey to evaluate customer satisfaction with the website.
- B. Program Standard measure: In-house standards regulate service to the public and status-reports measure the output and effectiveness of our public service activities.
- C. Cost Effectiveness measure – Compare records managements costs with private sector, in particular storage costs.

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

January 2024

Program ID/Title: AGS-131 / Enterprise Technology Services – Operations and Infrastructure Maintenance

Contact Person/Phone: Douglas Murdock, Chief Information Officer
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I. Goals

Identify, prioritize and advance programs and projects with the greatest potential to increase efficiency, reduce waste, and improve transparency and accountability in State of Hawai‘i government.

Provide efficient, effective, and available information technology (IT) enterprise services and support in the areas of data center, cybersecurity, computing (mainframe and open systems), telecommunications, application development, and web-based services for the purpose of assisting State government agencies in fulfilling their current and future business mission and objectives.

II. Objectives and Policies

Program objectives are arranged by branch under proposed organizational structure:

Production Services Branch — Schedule, execute and monitor production jobs for State departments and agencies, as well as monitor the State networks and maintain the operation of the State data center.

Systems Services Branch — Provide systems programming and administration, database management and operational support for the enterprise shared services computing platforms such as the mainframe system, power system, backup and restore system and managed file transfer system as well as maintaining compliance to audit standards for these platforms set by the IRS, SSA and State Auditor.

Technology Support Services Branch — Provide support, maintenance and development of hardware, software, and infrastructure for on-premises and Cloud applications.

Client Services Branch — Provide applications development, enhancement, maintenance, technical support, and consultant services for State departments and agencies to meet their business objectives.

Enterprise Systems Branch — Provide ongoing operational maintenance, business process management support, technical support, and enhancement and applications development for the following enterprise systems – HIP Enterprise Payroll, Human Resources, and Time and Leave applications.

Network Branch — Provide statewide telecommunication services (e.g., data network, radio network, and telephone systems) for daily business operations of the State of Hawai‘i’s executive, legislative, and judicial branches, including telecommunications interfaces to county and federal governments; provide land mobile radio communications for public safety entities and radio microwave network connection interfaces to county and federal agencies for first responder and emergency communications; provide technical support on voice and telephone systems to State government entities.

Security Branch — Manage the statewide cybersecurity program to secure and protect electronic assets and data stored on State computer systems or transported through the State’s networks.

Enterprise Architect Branch — Develop and implement statewide technology policies, guidance, and standards; provide Departmental guidance for Business and IT decisions that support the State’s strategic plan and investments and improve the ability to deliver responsive, cost-effective government functions and services.

Program Management Branch — Provide project management, project consulting services, and training to agencies to effectively develop and maintain new technology applications and improve service delivery through effective integration of technology solutions; provide program management development support for enterprise technology programs and projects.

III. Action Plan with Timetable

Past Year Accomplishments

Production Services Branch — Effectively managed production jobs for State departments and agencies, monitored the State networks, and maintained the operation of the State data center.

Systems Services Branch — Provided regular operational support for systems programming, database administration and access management. Initiated projects that will enhance the operational capability, security, and compliance posture of the Mainframe System such as workload management, performance monitoring, software upgrade, disaster recovery, encryption in transit, encryption at rest and mainframe process documentation. Administered Third Party Software maintenance. Provided regular updates to Corrective Action Plan for IRS Audit requirements. Provided regular updates to Plan of Action and Milestones (POA&M) for SSA Audit requirements. Completed reportorial requirements for the Annual SSAE-18 Audit. Improved the disaster recovery capability of the Power Systems by implementing data replication tool for systems and database recovery.

Technology Support Services Branch — Established the Citizen Identity infrastructure to support a statewide identity and access management (IAM) service that will provide constituents a single identity to access State services online. Partnered with Tyler Hawaii to develop a working proof of concept for Citizen Single Sign-on with a single portal application. Established the Enterprise Identity Section and 3 new positions within TSSB to support the State IAM infrastructure and related projects. Acquired and provided Frontline worker Office 365 licenses for non-information workers across the state, allowing these employees the ability to access enterprise systems such as the Enterprise Time and Leave System and Statewide Training Platform via a single Hawaii.gov account. Piloted new records and data life cycle management features of Office 365. Enhanced policy tips in Outlook. Deployed a SharePoint migration tool to assist agencies to move their file servers to Office 365 and the public cloud. Migrated file servers of DAGS-OIP, DAGS-SPO, DOT-HWY, and LTGOV to SharePoint/Teams. Expanded delegated admin tasks in CoreView to provide departmental admins the ability to create mail contact objects. Implemented additional functionality for mobile device management of Apple devices. Performed server migrations for end-of-life Windows 2012 servers, developed and deployed templates for new RHEL9 and Windows 2022 servers, and enhanced the load balancing functionality within the Government Private Cloud (GPC). Partnered with Tyler Hawaii to develop an updated statewide website theme offering. Migrated website analytics to the new Google GA4 platform. Extended web application firewall and content delivery network services for the Capitol website. Provided IT support for the administrative transition of the Office of the Governor. Implemented enhancements to the Governor's constituent relationship management platform. Provided IT support and consultation for the Department of Law Enforcement. Performed a migration of the Adobe Sign management platform for the Judiciary to Adobe's new licensing management platform. Onboarded 4 additional groups to the Enterprise Notification System. Provided trainings for Teams, Teams Calling,

SharePoint/OneDrive, AlertMedia and Adobe Sign to departments across the State.

Client Services Branch — The branch continued to support the Department of Labor and Industrial Relations (DLIR), Unemployment Insurance (UI) Division, with the following pandemic-related programs: 1) Federal Pandemic Unemployment Compensation (FPUC), 2) Pandemic Emergency Unemployment Compensation (PEUC), 3) Multi Earner Unemployment Compensation (MEUC), 4) Extended Benefits (EB20) and 5) American Rescue Plan Act (ARPA). In addition, for DLIR UI, the branch provided support for the newly implemented Treasury Offset Program (TOP) that intercepts federal and state payments to collect delinquent debts owed by individuals and businesses to federal and state agencies. For the Department of Commerce and Consumer Affairs (DCCA), Professional and Vocational Licensing Division (PVL), the branch provided "Salesforce Support Case Analysis" and assistance with the preparation for 4 license renewal cycles: June 2022, September 2022, December 2022, and June 2023. The branch also provided support to the Department of Accounting and General Services (DAGS), Campaign Spending Commission (CSC), by assisting with campaign report filings for Candidate Committees; 576 active committees, 7 report filing deadlines and 2,022 disclosure reports filed and Non-Candidate Committees; 329 active committees, 6 report filing deadlines and 1,547 disclosure reports filed.

Enterprise Systems Branch — Ongoing maintenance and support of the Enterprise Human Resources Management System (HRMS) and Payroll systems, also known as Hawai'i Information Portal (HIP). Built, maintained, and supported interfaces to all agency HR, Payroll, and financial data sources. Successfully upgraded both PeopleTools and HIP to the latest released version in May 2023. Created custom Temporary Hazard Pay application to track different pay types incurred during the Emergency Proclamation timeframe. Enabled Single Sign On for Libraries and Office of Hawaiian Affairs.

Network Branch — Established initial State Next Generation Network (NGN) presence at the ServPac MTP Data Center in Miliani to provide more business continuity and disaster recovery options for state agencies. Upgraded end-of-life State NGN equipment providing wide-area-network connectivity across State Office Buildings on Oahu. Increased on island network peering to content providers to improve performance and reduce reliance on commercial internet connections. Made initial investment in Starlink satellite terminals and FirstNet Compact Rapid Deployable (CRD) units to provide deployable cellular and wireless connectivity. Increased the reliability of the State's radio systems by

performing network topology changes. Added Hawai'i Wireless Interoperability Network (HIWIN) Land Mobile Radio (LMR) coverage/connectivity.

Security Branch — Conducted tabletop exercise focused on a ransomware incident that impacted our state-managed infrastructure with information technology staff across our executive branch departments. Expanded “Patch-as-a-Service” to more department workstations, further relieving their staff of monthly system patch cycles. Partnered with the Judiciary and University of Hawaii in deploying advanced endpoint protection into their environments. Continued to disseminate standards, guidance, and security awareness training to increase department capabilities to be more resilient against cybersecurity attacks.

Enterprise Architect Branch — As part of the statewide IT Consolidation Planning, ETS coordinated and participated in all the working committees for the benefit of the IT Consolidation Working Group. Regarding IT Governance, significant changes were proposed to the statewide IT governance by the committees in their recommendations to the Working Group. Worked with both DHS and DCCA to define their respective departmental IT plans, in accordance with the planning structure defined the year before. Continued refinement of the statewide IT portfolio data model by enhancing the data model for budget programs, business capabilities, data objects, and IT projects. Continued data collection for the statewide IT portfolio in the monthly IT roadmap meetings. Revised the guidance matrix for the state's executive branch enterprise IT projects, structured by readiness reviews by each phase in this process. Established specific guidance for large IT procurement solicitations in the form an IT RFP checklist. Continued providing solution architecture and technical architecture guidance for multiple departments in their large-scale IT procurements. Continued refining the state's IT portfolio strategy refinement by coordinating the activities of the IT Portfolio Working Group. Continued refining the state's IT portfolio strategy refinement by coordinating the activities of the Data Governance Working Group.

Program Management Branch

Hawaii Modernization Section: The Enterprise Financial System (EFS) project is sponsored by the Department of Accounting and General Services (DAGS) and the Department of Budget and Finance (B&F). The State has invested in acquisition support services as well as accounting and business process modernization services to maximize the opportunity with the new solicitation and to minimize the risks for the next evolution of the project execution for this replanning and procurement effort. The project team in partnership with DAGS has been working with their vendor/partner in understanding the new Uniform Chart of Accounts (UCOA) which is set to replace the Uniform Accounting Code (UAC) used in the current FAMIS financial management system.

Program Transformation Section has been fully staffed since its formation. Program Transformation (PT) provides leadership to the executive branch project teams with the goal to establish consistent practices for IT project management and project expertise throughout the Executive Branch. In 2023, PT also participated in the CIO chaired Act 179, IT Consolidation project. The Sr. Project Manager managed the planning phase activities and deliverables. Other PT staff were assigned as either Working Committee facilitators or served on multiple Working Committees as recorders.

Time and Leave Unit: Over the past year over 1,500 tickets related to the Hawaii Information Portal (HIP) Time and Leave system were addressed through a collaborative effort involving DAGS Accounting, ETS, and consultants from CherryRoad Technologies (CRT). Efforts to resolve the tickets consisted of researching issues, ranging from simple to complex in nature, as well as identifying and developing enhancements to improve user experience and user reports to accommodate new/updated policies, procedures, HRS and user requirements. Additionally, a major HIP System Upgrade was released this year resulting in new features. Key features include a new ability to see absence balance detail broken down by pay period and a new way to request leave.

One Year

Production Services Branch — Maintain effective and efficient day-to-day operations of production job execution and monitoring of the State network and data center.

Systems Services Branch — Continue to implement previously initiated projects that will enhance the operational capability, security, and compliance posture of the Mainframe System such as workload management, performance monitoring, software upgrade, disaster recovery, encryption in transit, encryption at rest and mainframe process documentation. Provide technical assistance for IRS Audit. Provide system reports and documentation for the Annual SSAE-18 Audit. Implement managed services for the Power Systems & Spectrum Protect Infrastructure.

Technology Support Services Branch — Increase adoption amongst departments of O365 (particularly Teams, license management, Unified Security Risk and Quality Assessments). Continue hardening and enhancing the State's Active Directory infrastructure. Assist other departments and offices with their requests to implement Teams Calling and build additional resilience into the calling infrastructure. Build out the mobile device management platform across several departments. Perform a required migration of the Classic Microsoft Stream video platform. Research hybrid solutions and managed service options for the

Government Private Cloud (GPC). Facilitate migration off the end-of-life RHEL7 operating system within the GPC. Continue migrating file servers hosted within the GPC to Office 365 or other cloud storage solutions. Implement new SMTP mail servers. Begin development of state portals managed by Tyler Hawaii to integrate with the State Citizen Identity platform. Continue working with the departments to expand the Citizen Identity solution and evaluate fraud protection and identity-proofing services. Publish statewide accessibility standards for electronic information technology. Continue enhancements for the Adobe licensing platforms and increasing adoption of digital eSignature workflows. Improve IT service management processes and tooling for the ETS service desk. Implement a new cloud-based constituent relationship management system for the Office of the Governor and Office of the Lieutenant Governor. Provide IT support related to the county wildfire incidents. Assist the Department of Law with the development of their public website. Modernize the Missing Child Center-Hawaii database application for the Department of the Attorney General and Department of Human Services. Provide support for the 2024 elections.

Client Services Branch — Implement the re-write of the Non-candidate Filing System application (NCFS), for DAGS Campaign Spending Commission (CSC), which will use an updated platform providing better support and security. Due to end of support for COBOL version 4 on the IBM Mainframe, assist the various departments with migration of their programs to COBOL version 6. For the replacement of DLIR UI application systems residing on the IBM Mainframe, the branch will continue to provide assistance with business and data analysis, as well as data conversion for the new Hawai'i Unemployment Modernization (HUIMod) System. For the DAGS Financial Accounting Management Information System (FAMIS) residing on the IBM Mainframe, the branch will continue to assist with its replacement toward a new modernized application system. Also, create or participate in more pilot projects and proof of concepts to gain experience in new technology and determine potential applicability within the State.

Enterprise Systems Branch — Maintain and support the Enterprise HR, Payroll, and Time and Leave systems including interfaces, reporting, security, and transaction processing. Improve on current processes to improve transaction efficiency and data use. Assist with integrations to/from HIP with the new Enterprise Financial System. Enable Single Sign On for the Department of Education.

Network Branch — Increase the number of sites with broadband connectivity, provide network redundancy between agencies and the State's network, assist with the deployment of enterprise Wi-Fi, and expand the use of network peering at the on-island internet exchange. Complete upgrades of end-of-life State NGN equipment providing wide-area-network connectivity across State office buildings on all islands. Complete data center network upgrades to replace end-of-life

equipment and improve performance. Expand radio microwave and LMR networks by adding new sites at no additional site development costs through the use of MOAs. Maintain radio facilities and infrastructure.

Security Branch — Prioritize asset visibility and vulnerability detection of State assets. Expand solutions to effectively recommend and validate secure configurations and operations. Provide broad and effective security software to protect information systems against compromise and misuse.

Enterprise Architect Branch — Define statewide IT enterprise architecture framework. Maintain and manage statewide IT enterprise applications portfolio and roadmaps; demonstrate effectiveness of IT planning, review, approval, procurement, and implementation processes. Provide enterprise architecture assistance to Departmental initiatives such as the DHS technology modernization, DLIR UI Modernization, DCD eCMS Modernization, and AGS KEIKI modernization. Continue planning and strategy refinement for procurement of new contract for the Statewide Internet Portal provider.

Program Management Branch

Hawaii Modernization Section — With the Procurement of Acquisition Support Services, utilize this opportunity to prepare for the upcoming release of the RFP for the Enterprise Financial System (EFS). Continue efforts to derisk the project through departmental outreach, establish change management strategies, and document the as-built configurations of existing processes and systems across the executive branch.

Through its team of five specialized consultants, Program Transformation will continue to work with departments to help them achieve their desired and expected business outcomes and increase the likelihood of project success for the State of Hawai'i.

Transition the Time and Leave Unit to join the Enterprise Services Branch through a reorg to align efforts to the payroll team who currently support HIP. 5 positions were granted to staff the HIP Service Center.

Two Years

Production Services Branch — Maintain effective and efficient day-to-day operations of production job execution and monitoring of the State network.

Systems Services Branch — Continue to provide technical assistance to the departments in executing plans to modernize applications hosted on the Mainframe Systems. Complete mainframe policies and procedures per POA&M submitted to SSA. Provide system reports and documentation for the SSA Audit. Provide system reports and documentation for the Annual SSAE-18 Audit.

Technology Support Services Branch — Implement the next phase including the standing up of a hybrid cloud environment and begin planning for potential datacenter relocation of the Hawai'i Government Private Cloud. Maintain and further enhance the State's Active Directory infrastructure and Citizen Identity platform. Assist executive branch departments in maximizing and securing O365 and other Microsoft products used across the state. Continue digitalization efforts, and further implement the new web platform for the State.

Client Services Branch — Continue to provide support and assistance for modernized application systems replacing systems currently residing on the IBM Mainframe, such as the DLIR UI applications and the DAGS FAMIS. Expedite the development of quality application systems by utilizing new/improved application development platforms and tools.

Enterprise Systems Branch — Ongoing maintenance and operations including system and application upgrades for HIP Enterprise Payroll, Human Resources, and Time and Leave applications for all departments and agencies. Build team to for the new Service Center that will support the Enterprise HIP and future EFS systems.

Network Branch — Continue to increase the number of sites with broadband connectivity, increase network redundancy between agencies and the State network, and continue assisting with the deployment of enterprise Wi-Fi. Continue with the critical hardware upgrades of the network and security equipment on the State network. For the radio microwave and LMR networks, revise existing partnership agreements or develop new partnerships for mutual benefit with entities such as the County of Hawai'i, County of Maui, University of Hawai'i, and the U.S. Marine Corps. Transition DOT Highways onto HIWIN to provide their first responders with improved response times during natural disasters utilizing HIWIN's ubiquitous coverage on Oahu and interoperable communications between various first responder agencies. Establish microwave radio data connectivity to State Office Buildings to utilize during emergency situations when terrestrial connections or other communication links may become inoperable.

Security Branch — Prioritize cybersecurity initiatives based on risk and impact. Increase collaboration with federal, local, and state infrastructure partners to provide whole of community approach to cybersecurity. Develop pipeline to onboard workforce earlier in their career and expand expertise of in-house cybersecurity team.

Enterprise Architect Branch — Refine statewide IT enterprise architecture framework. Refine statewide IT enterprise applications portfolio and roadmaps; continue to demonstrate effectiveness of IT planning, review, approval, procurement, and implementation processes. Continue to provide enterprise architecture assistance to Departmental initiatives. Release of Request for Proposal and award new contract for the Statewide Internet Portal provider.

Program Management Branch — Award a contract to a system integrator to help implement the Enterprise Financial System to replace FAMIS.

Grow the portfolio of statewide projects that receive professional consulting and training. Demonstrate a decrease in risk and increase in successful outcomes.

Five Years

Production Services Branch — Maintain effective and efficient day-to-day operations of production job execution and monitoring of the State network.

Systems Services Branch — Continue to sustain the operation of the Mainframe Systems and gradually decrease the costs of operation proportionate to the computing capacity and demand until all the applications are migrated to new computing platforms. The Mainframe Managed Hosting Services agreement with Kyndryl will be terminated. The data center space previously occupied by the decommissioned on-premised mainframe and other hardware systems will be converted into office space. Develop a plan to repurpose or decommission the Power Systems platform and infrastructure in anticipation of the completion of current lease agreement and the transition to new application platforms.

Technology Support Services Branch — Assist executive branch departments in maximizing Office 365, electronic signatures, and the new State web platform, and maintain and further enhance the State's Active Directory and Citizen Identity infrastructure. Continue implementing enhancements to the Hawai'i Government Private Cloud.

Client Services Branch — As reliance on the IBM Mainframe platform gradually decreases, assist departments, as requested, with the migration of their various application systems to a new computing platform. Continue to evaluate and refine technologies, processes, and services.

Enterprise Systems Branch — Ongoing maintenance and operations for HIP Enterprise Payroll, Human Resources, and Time and Leave applications for all departments and agencies. Implement successful system integrations in support of DAGS Accounting Division’s Hawaii Pay (HIP) project and the Enterprise Financial System (EFS) project. Service Center support of Tier 1 and Tier 2 response for both HIP and EFS.

Network Branch — Improve the State’s telecommunications networks through the addition of high-speed connectivity and network redundancy. For radio microwave and LMR networks, enact projects to affordably provide the entire State with interoperable radio coverage.

Security Branch — Reduce risk to the State’s infrastructure and data through modernization efforts to enable safe and secure digital services and managing the decline of legacy systems.

Enterprise Architect Branch — Refine statewide IT enterprise architecture framework. Maintain statewide IT roadmaps and demonstrate effectiveness of IT review and approval process. Provide enterprise architecture assistance to Departmental initiatives. Provide oversight and management over the new contract for the Statewide Internet Portal provider.

Program Management Branch — Successfully decommission FAMIS through the launch of the Enterprise Financial System (platform TBD). Explore the state’s needs for additional ERP systems, assess the maturity of existing ERP systems, and stabilize the costs for support and on-going operations and maintenance. Fully integrate project and program management methodologies with the State’s IT roadmaps and strategic plans. Assess the need for on-going professional consulting services contracts with the goal of in-sourcing consulting using staff expertise.

IV. Performance Measures

Customer Satisfaction measure (if applicable)

Production jobs executing as scheduled.

Number of new and/or improved application services implemented, adopted, and used.

Number of requests completed within timeframe.

Time to respond to help desk and assistance center inquiries.

Average incident response time for system and network outages.

Average time to review and approve IT spending request.

Program Standard measure

Timely reporting of network outages to the appropriate staff, ensuring the State data center is operational.

Ease of use and delivery of modern flexibility.

Number of connections completed, and number of sites supported by enterprise Wi-Fi.

Collection of IT roadmaps from all applicable departments and continuous refinement.

Cost Effectiveness measure

Return on value and total cost of ownership.

Alignment to IT roadmap and Operational Expenditure Plan.

Cost-efficiencies achieved through IT governance and road mapping processes.

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

January 2024

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

Contact person/phone: Tracy Kitaoka/(808)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, cyber 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 \$25,000), adjust automobile claims (up to \$25,000) and property losses fairly and promptly.
- D. Manage the Risk Management revolving fund to assure the availability of funds for the purchase of insurance policies, payment of self-insured and insured losses, and other administrative costs of the risk management program.
- E. Operate and maintain a risk management information system with current information to identify and analyze loss exposures to determine frequency and severity of losses, to forecast losses, and to determine the most economical method of financing losses.

III. Action Plan with Timetable

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

Past Year Accomplishments

1. Purchased property insurance policy with fire, named windstorm, earthquake, and flood limits of \$200 million per occurrence. The premium was \$20.3 mil, an increase of \$2.3 mil from FY 22. The property all other peril (AOP) deductible remained at \$1 million per occurrence. The deductible for the catastrophic losses (hurricane, earthquake, and flood, including tsunami) remained at 3% of the value of the building and contents. The excess liability policy was purchased with limits of \$7.5 million per occurrence. The premiums increased from \$3.2 million in FY 22 to \$3.7 million in FY 23, an increase of \$500,000. The liability self-insured retention is \$7.5 million per occurrence. The crime insurance policy was purchased with the same limits as FY 22; \$10 million per occurrence. The premium was \$125,612 in FY 23, the same premium as FY22.
2. Continued with the fixed fee contract with Marsh USA, Inc. The new agreement is a one(1) year term with annual fixed fee with two (2) additional twelve (12) month periods option to renew with the fee to be negotiated. Currently, the State is in its sixth year with Marsh. The current contract is for an annual fixed fee of \$1,361,256 plus a “not to exceed” supplemental contract for \$800,000 to address the Maui Wildfire property and FEMA claims. In FY 23, the annual flat fee was \$999,999.60.
3. Continued with the annual actuarial review of the risk management revolving fund which addresses the sufficiency of fund.
4. Continued to provide corrective measures to the risk management database, when applicable, to achieve optimal efficiency.
5. Continued to work with the Attorney General (AG) to establish a curriculum to train deputy AGs and contract administrators with revised minimum insurance requirements for contracts with the State.
6. Issued 484 Statements of Self-Insurance for various agencies which facilitated the use of non-State facilities or equipment, an increase of 172 from FY 22. This increase was due to elevated government operations and activities coming out the pandemic.
7. Continued to conduct property surveys to determine accurate replacement cost values of State assets.

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. Established a new fixed fee contract with Marsh USA LLC.
3. Continue property valuations of the State's physical assets, such as buildings and contents.
4. Continue to conduct property loss control inspections.
5. Continue with the actuarial sufficiency review of the revolving fund.
6. Continue with corrective actions or upgrade of the risk management data base
7. Review and update the standard contract minimum insurance limits for certain procurement contracts and evaluate how to track compliance from the vendors.
8. Continue to improve on claims handling evaluation measures.
9. Evaluate coordination and if possible, consolidating insurance coverages or policies within State government.
10. Further analyze marketplace data for a state captive and/or register a state captive with DCCA, if applicable.
11. Complete a Risk Financing Optimization Study (Self-Insurance Study), however, it will require updated information due to the Maui Wildfire losses.

Two Years

1. Continue the One Year goals and objectives.
2. Analyze insurance broker contract based on current RMO needs.

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 training sessions:
 - a) Provided insurance requirement advice to state department and agencies.
2. Produced quarterly claims reports that assisted the departments in managing their risks by making them aware of the losses and trends of concern.

One Year

1. Assist with risk evaluations when requested of State facilities such as airports, schools, and other public facilities.
2. Maintain or increase preventable loss deductible program and evaluate the feasibility of the program.
3. Continue training sessions for SPO and departmental risk management coordinators via on-demand training sessions covering the following subject areas: insurance requirements for contracts, loss control, and claims processing. Place all training information on the Risk Management website.
4. Refine contract insurance requirements and start to train state employees with new information.
5. Update the Risk Management website as needed.

Two Years

Continue the One Year goals and objectives.

Five Years

Continue the One Year goals and objectives.

- C. Settle informal tort and automobile claims (up to \$25,000) and property, crime, and cyber losses fairly and promptly.

Past Year Accomplishment

1. The program received 507 tort claims in FY 23, an increase from FY 22 (68), and received 296 pothole claims (included in the tort total) in FY 23, a decrease from FY 22 (100).

2. The program received 296 claims from auto accidents in FY 23, an increase from FY 22 (26).
3. The program received 92 property claims in FY 23, an increase from FY 22 (51).
4. The Program processed claim payments through automated interfaces between the Program's claims management system, Financial Management System (FMS), and Financial and Management Information System (FAMIS).

One Year

1. Update the Risk Management Manual.
2. Continue to process all tort and auto claims up to \$25k and other claims minimizing the cost of processing claims without compromising quality and productivity.
3. Review and update the program's procedures.
4. Training departmental risk management coordinators in the procedures for handling claims will continue to be conducted with the assistance of the state insurance broker. Annual informal training will continue as changes occur or new coordinators are added. In addition, new information will be placed on the Risk Management Office website.

Two Years

Continue Year One goals and objectives.

Five Years

Continue One and Two Years goals and objectives.

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

Past Year Accomplishment

1. The Program funded the purchase of the Statewide insurance policies (which covers the large and catastrophic losses) including a Cyber Liability policy. The payment of claims made against or for the State and covered administrative costs.

2. Reported and handled four cyber claims, of which three were reported to the insurance companies.
3. Worked with the University of Hawaii and the Judiciary to refine its procurement processes to enable cyber consultants to be contracted according to the insurance company's guidelines and requirements.
4. Agencies were billed for their share of the Program's costs based on the cost allocation process which also included a charge for Cyber Liability insurance.
5. Continued to effectuate the passing of Act 062, SLH 2017, which amended HRS 41-D to allow the Comptroller, through the risk manager, to acquire insurance broker services on a fixed fee basis authorized the program to execute an applicable fixed fee insurance broker contract.

One Year

1. Continue the items in the Past Year Accomplishments with the addition of requesting \$17 million additional GF as the annual appropriation since insurance policy costs have increased accordingly.
2. Monitor and 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. Refined the web based database system with the assistance of the Department of Accounting and General Services (DAGS) Systems and Procedures Office.
2. Consulted with the State's insurance broker to assess a new database for the Risk Management Office.

One Year

1. Continue to review the DAGS Systems and Procedures Office's work to make all claim forms fillable and web-based in an effort to enhance the system to make the Risk Management Office more efficient.
2. Review other information systems that could potentially enhance the productivity of the program.

Two Years

Continue One Year goals.

Five Years

Continue One Year goals.

IV. Performance Measures

- A. Customer Satisfaction measure - The program receives feedback from training evaluations to improve performance. The training evaluations consistently are rated as valuable. The sessions involving the insurance requirements for contracts have assisted agencies in identifying the types of insurance required for their contracts and have provided tools to determine if the vendor has met the contract requirements.
- 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 2024

Program ID/Title: AGS-211/HA 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

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

1. Required Action

Continue to provide survey services to government agencies and services at a high rate of completion and evaluate and monitor the Program’s effectiveness.

2. Past Year Accomplishment

Despite limited staff and half of the staff working remotely for most of the fiscal year, the Division was able to maintain a high completion rate of description of lands, shoreline certifications, and quiet title reports.

3. 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. Past Year Accomplishment

Supervisors regularly provided one-on-one training for the staff. External training was taken by staff through both virtual and in-person classes and workshops.

3. 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. Past Year Accomplishment

The Division continued to maintain the shoreline certification webpage regularly.

3. 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

Continue to scan the Program’s official maps and related documents and make the files available online.

2. Past Year Accomplishment

Approximately 1,000 survey maps, descriptions, and related documents were scanned.

3. Implementation Timetable

- a. One year – Inventory, assess, and prioritize the State’s official maps. Continue to scan maps and related documents according to priority and add them to the Program’s website as they are completed.
- b. Two to Five years – Continue to scan maps and related documents according to priority and make the files accessible on the Program’s website as they are completed. Explore and take advantage of opportunities and partnerships to help scan survey maps and related documents.

IV. Performance Measures

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

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

January 2024

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

Contact Person/Phone Christine L. Kinimaka/(808)586-0526

I. Goal

Improve the quality of design, 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 policies, laws, codes and regulations, 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, based on functional and financial analyses, 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 and collaboration software for a document review, storage, retrieval and management system that will facilitate coordination and tracking of DAGS-PWD/user agency design phase work tasks such as design submittal reviews. Target improvement objectives:
 - a. Electronic Plan File Room (Platform)
 - b. Project Files/Documents
 - c. Digitizing paper documents

B. #2 – Improve design and construction performance

1. Continue to consider 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 and contractors of desired outcomes to enable satisfactory or better performance.
 3. Initiate more efficient and paperless communication, verification, and archiving per the Governor’s eSign initiative and improving on the way government conducts business.
 4. Implement changes to existing processes and procedures with the goal of improving on project delivery based on the triple constraints of scope, schedule and budget.
- C. #3 – Continue to recommend and undertake energy efficiency/conservation projects for DAGS buildings and for other user agency facilities as mandated or 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 – Updated the DCCM in March 2023 and August 2023 with the goal of assuring consultants incorporate the latest DAGS practices into their project documents.
- b. Objective #1.2 – Continued 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), City and County of Honolulu Department of Planning and Permitting, and other government agencies to share information and update parties on policies and procedures regarding design and construction matters.
- c. Objective #1.3 – Implemented efforts to improve the accuracy, reliability and usability of the electronic plans system. Provided training on the electronic system to staff and management.

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 staff, consultant, contractor and client training in utilizing the project collaboration platform. Expand use of archiving platform to other types of Public Works documents.

3. Two years – Continue to improve website information tailored to the needs of the design and construction communities. Continue to refine DCCM. Utilize the project collaboration platform for all projects initiated by DAGS Public Works Division.
4. Five years – Continue to 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

1. Past Year Accomplishments

- a. Objective #2.1 – Continued to explore other construction procurement methods as alternatives to the low bid method. Statewide ESPC encompassing Oahu state office buildings and neighbor island State office buildings is ongoing.
 - i. At Governor Green’s direction, instituted a new procurement process for a Design-Build-Operate-Maintain project encompassing a new Aloha Stadium and long-term development of the surrounding State-owned site.
 - ii. Continued efforts to develop to collaborate with the City and County of Honolulu to institute Transit Oriented Development standards as the zoning mechanism for development of the New Aloha Stadium Entertainment District.
 - iii. Continued use of “Indefinite Quantity Contracting” for the installation of Disaster Warning and Communication System Devices (sirens) statewide with geographic contracts. The geographic contracts are procured to allow for the most competitive pricing for each geographic region rather than doing a statewide contract.
 - iv. Public Works Division staff continue to participate in online on-demand workshops on State Procurement procedures to assure compliance with State Procurement Office requirements and departmental requirements.
 - v. Continued use of Indefinite Quantity Indefinite Duration contracting for provision of consultant construction management services to address operational funding and internal staffing shortfalls at the District Offices.

- b. Objective #2.2 – Continued implementation of a quality control process to assess overall project performance on selected projects based on review of change orders and other documentation using the triple constraints of scope, schedule and budget to assess performance. Implementation includes identifying “lessons learned” events and situations to improve future project performance by all involved in the project delivery process including consultants and contractors.
 - c. Objective #2.4 – Implemented the following initiatives:
 - i. Improving the overall project delivery process by initiating projects at an earlier stage, and implementing a request process via an annual Comptroller’s Memorandum to all user agencies to initiate their project requests to the Public Works Division as early as possible.
 - ii. Improving the consultant selection process, including implementation of changes to facilitate efficiencies in the overall selection process.
 - iii. Ensuring staff remain up to date in planning, design, project management and construction management processes and practices, continued using an on-line, on-demand training program. Specific topics covered have included scheduling and use of schedule software, risk management, project management, construction claims analysis, and proper use of tax-exempt general obligation bond funds. Other topics including quality controls, time impact analysis, alternate project delivery methods, and other subjects relevant to PWD’s functions and services will be covered as part of the overall training program.
 - iv. Ensuring quality PWD work products, continuing to employ processes to review and, as necessary, revise and/or reinforce procedures, based in part on the knowledge gained in training (refer above to c.iii.).
 - v. Instituting numerous new processes and innovations to respond to conditions posed by the COVID-19 pandemic and its aftermath, including provision of teleworking capability for all affected staff, implementing use of remote meeting applications, expanding the use of electronic documents distribution and validation, and other new processes and practices.
2. One year – Continue to consider alternative procurement methods to low-bid awards. Continue to establish and refine instructions for staff, consultants, and contractors on using boilerplate specifications for the

Electronic Procurement System (HiePRO) electronic bidding system. Participate in evaluation of the feasibility of the HiePRO procurement system for construction projects and develop recommendations for potential changes to HiePRO to make it more amenable to construction projects. Interact with the Procurement Policy Board in its efforts to establish a performance database to assist in qualification of contractors.

3. Two years – Test the efficacy of HiePRO or other electronic procurement methods/systems for construction project bidding for eligible and appropriate projects using, to replace or supplement the current hard copy sealed bid system. Determine appropriate alternative procurement methods for various situations. Provide customer service training for staff. Obtain outside resources for in-house staff training if necessary.

Complete transactions for all appropriate project business processes with online archiving and services.

4. Five years – Increase utilization of online collaboration project management and construction management platforms 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 – Continue to plan, design and implement energy efficiency/conservation projects for DAGS buildings and for other user agency facilities as funding permits.

1. Past Year Accomplishments:

- a. Continued construction of DAGS Facilities, incorporating energy efficiency improvements, where feasible, during FY 2023.
- b. The following energy efficiency/conservation related project were in planning and design during FY 2023 and are seeking LEED Silver certification:
 - i. New Veterans Home, Oahu, LEED Silver goal.
 - ii. Wahiawa Civic Center, LEED Silver goal.
- c. Worked with consultants and community members to assure the Request For Proposals for the New Aloha Stadium Entertainment District incorporates energy conservation and other environmentally-sensitive policies.

2. One year:
 - a. Continue to refine energy efficiency projects that incorporate financial analysis techniques such as payback and present value methods and processes during the planning, design and construction phases of selected projects.
 - b. Review/evaluate/assess “lessons learned” from ESPC projects and LEED projects , building commissioning, during the design and construction phases to determine benefits and costs.
 - d. Continue working on the Statewide ESPC program that includes Oahu State facilities and neighbor island State facilities.
 - e. Evaluate the selected Master Developer’s plans for the New Aloha Stadium Entertainment District with respect to energy efficiency and conservation, stormwater handling, wastewater treatment and reuse, and associated environmental issues and concerns.
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 HRS §196-30 (Act 155, SLH 2009), subject to funding availability.

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 for all projects through customer satisfaction surveys and polling.
2. Obtain, analyze and record evaluations from user agencies on the performance of consultants 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, value, 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 number, value, 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 2024

Program ID/Title: AGS-223/IB Leasing Services Branch
Contact person/phone: Sang Kim/(808) 586-0508

I. Goal

Improve the user experience for departments requesting leasing services.

II. Objectives and Policies

- A. #1 - Reduce the average time to complete lease requests to two hundred (200) working days.
- B. #2 - Improve the overall effectiveness of the Leasing Services Branch.

III. Action Plan with Timetable

Objective/Policy #1 - Reduce the average time to complete lease requests from two hundred and seventy working days to two hundred (200) working days.

- Past Year's Accomplishments:
 - Stabilized the average time to complete lease requests despite existing backlog.
 - Material progress to re-organizing the Leasing Services Branch to consolidate its functions with the associated space authorization and assignment functions now performed by the Department of Accounting and General Services (DAGS) Public Works Division (PWD) Planning Branch, in order to achieve greater efficiency in both leasing and planning functionality.
 - Refined the lease tracking system to better manage requests for new leases, renewals, amendments, and terminations.
- One Year
 - Continue to develop and refine procedures to advise landlords that need to apply for and secure Hawaii Compliance Express (HCE) compliance before leases are executed, renewed, terminated, or sold, to prevent delays in document and payment processing.

- Initiate procedural improvements to the policies and procedures to increase effectiveness and to ensure consistency with the policies of DAGS Administrative Services Office, DAGS Accounting Division Pre-Audit Branch, and the Department of the Attorney General Land Division Office.
- Two Years
 - Coordinate with PWD Planning Branch to pursue office relocations from leased space to available space within DAGS controlled office buildings that become available.
 - Distribute new requests for space in private office buildings to branch staff in a manner to promote internal communication, effectiveness, and collaboration within PWD.
 - Complete Americans with Disabilities Act (ADA) site surveys for commercial properties which may be suitable for lease.
- Five Years
 - Develop a state-wide list of commercial office properties which meet the State's minimum ADA requirements.
 - Pursue restoration of the Leasing Specialist position which was abolished in 2009 due to the Reduction in Force (RIF) action.
 - Seek new and creative ways to encourage landlords to complete the HCE process in a timely manner.

Objective/Policy #2 - Improve the effectiveness of the Leasing Services Branch.

- Past Year's Accomplishments
 - Staff participated in continuing education to bolster knowledge in leasing and property management.
 - Staff worked to update policies and procedures, and the Leasing Information form PWD 500 to improve the branch's Access database program.
 - Staff worked to collect delinquent asbestos inspection and survey reports from landlords.

- Staff encouraged to attend industry events to gain insights on the overall real estate market. Presentations provided forecasts to help guide future decisions. In addition, events provided an opportunity to network with industry professionals, including property managers, brokers, and landlords.
- One Year
 - Revise branch policies and procedures to improve operations. Update the branch's policies and procedures with respect to the leasing process, data collection and input, and the lease encumbrance and payment process. Continue to work with DAGS Systems and Procedures Office to assist with any necessary updates to the program's Access database program. The updated policies and procedures will also serve as training material for new staff.
 - Conduct the second phase of collecting delinquent asbestos inspection and survey reports for month-to-month leases.
 - Develop strategies to reduce total square footage leased by the state.
 - Recruit for and fill vacant authorized positions.
- Two Years
 - Complete the documentation of all branch policies and procedures with respect to the leasing process, data collection, and the lease encumbrance and payment process.
 - Coordinate with PWD Planning Branch to create a dual-purpose departmental request form letter to be used by Planning Branch and Leasing Branch. The form will be prepared for submittal by the department to the Comptroller via the PWD website, detailing program needs and action to be taken by the Planning Branch and/or the Leasing Services Branch.
 - Continue to coordinate with the PWD Planning Branch to pursue lease consolidations into any available state building to create operational efficiencies for user agencies, and to reduce lease inventory and related leasing costs.
- Five Years
 - Continue to minimize office storage requirements by eliminating or reducing unnecessary architectural plans & specifications for our various lease locations.

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 leasing services once the office is fully staffed, trained, and able to discharge branch functions. Areas identified by user departments which require attention will be addressed.

B. Program Standard Measure

1. Seek measures for comparison with comparable agencies at the County, State and Federal level who perform similar office leasing services.
2. Evaluate the effectiveness in reducing the average amount of time needed to complete lease requests.

C. Cost Effectiveness Measure

1. Determine the extent of lease savings created from any revisions to the DAGS Office Space Standards.

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

January 2024

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

Contact Person/Phone: James Kurata / (808) 831-6730

I. Goal

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

II. Objectives and Policies

- A. The program will maintain an 80% or higher customer satisfaction index as measured through the semi-annual surveys from building occupants.
- B. Inspect the current facilities condition rating system and adjust to index with a nationally established occupant satisfaction rating system.
- C. The following past practices will be reviewed, and new initiatives considered to meet the stated goals and objectives:
 - 1. Evaluate, establish and implement a customer satisfaction index for level of cleanliness in the facilities to index with a nationally established occupant satisfaction index.
 - 2. Continue to develop a training program and provide equipment and tools for the Janitor III and Janitor II positions to increase effectiveness in performing maintenance minor repairs.
 - 3. Evaluate semi-annual customer satisfaction surveys for all buildings on Oahu with custodial staff.
 - 4. Provide new mobile electronic devices to streamline distribution of support procedures to allow custodial staff to concentrate on communication and responsiveness to the public and tenants.
 - 5. Continually develop, train staff on usage, and utilize electronic technology to refine effective purchasing and stocking of program's inventory of equipment and supplies.

6. Integrate the custodial program into the existing work order request system to broaden the range of feedback for Building Coordinators and custodial staff improvements.
7. Implement the inspection checklist for worksites by the Janitor III's and to standardize work methods and procedures.
8. Develop alternatives to better coordinate repair requests with trades staff from the Building Repair and Alterations Program.
9. Refine in-house training programs to include formal and mandatory classroom training for custodial staff.
10. 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.
11. Provide continuing education opportunities for Building Managers through various types of training (i.e. managerial, safety) for program improvements.

III. Action Plan and Timetable

A. Past Years Accomplishments towards meeting goals and objectives

A summary of activities follows:

1. The Custodial Program continued to evaluate its semi-annual surveys rating from building occupants to grade its performance rating status.
2. Vacancies through transfers, retirement, financial limitations and increase of vandalism to our properties continued to challenge the program. Despite these challenges, the custodial program has maintained its mission to deliver services.
3. The Re-keying schedules for the facilities included in the DAGS Re-keying Project have been implemented for the Kalanimoku Building, King Kalakaua Building, Kakuhihewa Building, State Archives, Kinau Hale, OR&L Building, Kekuaaoa Building and the Waipahu Civic Center.
4. Continued to develop the in-house training program for the custodial staff.
5. The program continued to systematically replace aging custodial equipment and update defective fire protection devices within assigned DAGS facilities.

B. One Year

1. Continue the use of environmentally friendly cleaning products and procedures.
2. Continue use of surveys as a method to measure the level of satisfaction of building occupants with the services being provided.
3. Continue monitoring building operations as related to improving energy, efficiency, and the utilization of other resources.
4. Implement electronic custodial inventory supplies program as part of an on-going efficiency program.

C. Two Years

1. Increasing participation and improve the skill level of the custodial staff in accomplishing minor building repairs, such as lamp replacement, tightening loose nuts and bolts, and replacing ceiling tiles reachable with an 8 foot ladder.
2. Include the custodial program to the existing work order request system for a broader range of communication for building occupants and grounds staff.

- B. Implement the collaboration of all CSD programs to develop a more cohesive and efficient Central Services Division.

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 performing minor 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

B. Customer Satisfaction Measure

Semi-annual customer satisfaction surveys are sent to the building occupants for custodial timeliness, efficiency, and quality of services. Results are tabulated and any comments warranting concerns will be addressed.

B. Program Standard Measure

Standards and practices comparable to the National Association of State Facilities Administrators or similar will be developed and monitored through internal staff inspections. Areas of concern will be corrected through established response criteria.

C. Cost Effectiveness Measure

Public sector costs and standards will be considered to review the competitiveness of our program. Any significant variance in expenditure shall be evaluated and corrective measures considered and implemented as needed.

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

January 2024

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

Contact Person/Phone: James Kurata / (808) 831-6730

I. Goal

The goal for the Grounds Program is to strive for timely, efficient, and quality services for tree trimming, grounds landscaping and refuse pickup services, while seeking the needed feedback to improve its services to public users and occupant of assigned buildings, grounds, and six (6) state owned cemeteries.

II. Objectives and Policies

- A. The program will maintain an 80% or higher customer satisfaction index as measured through the semi-annual surveys of grounds landscape, tree trimming and refuse pick services for assigned facilities.
- B. Review the current facilities grounds condition rating system and adjust to index with a nationally established occupant satisfaction index.
- C. The following past practices will be reviewed and new initiatives considered to meet the stated goals and objectives:
 - 1. Validate standards against industry comparable or other public sector agencies.
 - 2. Review and consider revising inspection standards and processes to verify that standards are being maintained.
 - 3. Continue to conduct semi-annual customer satisfaction surveys to gauge satisfaction.
 - 4. Evaluate semi-annual customer satisfaction surveys for Oahu building grounds with responsible staff to identify areas of concern and consider solutions.
 - 5. Continue to develop a training program for grounds staff to assure safe and proper operations of power equipment, hand tools and personal protection equipment.

6. Grounds Supervisors monitor tree trimming contracts to ensure that contractors follow all safety requirements and completion of all scope of work within the contract on a timely manner.
7. Provide new mobile electronic devices to streamline support procedures to allow grounds staff to concentrate on communication and responsiveness to the public and tenants.
8. Include the grounds program into the existing work order request system for a broader range of communication for the building coordinators and grounds staff.
9. Identify new types of equipment that will facilitate the increase of workflow quality, quantity, and efficiency.
10. Within the budget, create an electronic application to document power equipment maintenance/service schedules, to ensure proper maintenance to improve schedule reliability and to perform efficient and quality work.
11. Provide opportunities to Grounds Supervisors to participate in various types of training (i.e., managerial and safety) for program improvements.
12. Refine in-house grounds staff training programs to stay current with industry practices.

III. Action Plan and Timetable

A. Past Years Accomplishments towards meeting goals and objectives

A summary of activities follows;

1. The Grounds Program continued to evaluate its semi-annual surveys rating from building occupants to grade its performance rating status
2. Vacancies through promotions, retirements, financial limitations and increase of vandalism to our properties continued to challenge the program. Despite these challenges, the grounds program had maintained its mission to deliver services.
3. Outstanding performances from tree trimming contractors warranted awards to extensions by supplemental contracts.
4. The program continued to retain the services of certified Arborists to inspect large trees at various facilities to determine their health and address public safety concerns.
5. Restoration project to the Korean/Vietnam War Memorial completed.

6. Continued to fill vacancies, which includes truck driver.
7. Grounds and R&A collaboration repaired non-functioning irrigation systems at seven Capitol District building's landscaped area which allowed the areas to be beautified.

B. One Year

1. Based on the availability of funds, continue renovating irrigation systems and performing landscaping projects at various assigned facilities.
2. Continue to provide new electronic devices to streamline support procedures to allow grounds staff to concentrate on communication and responsiveness to the public and tenants.
3. Continue to replace grounds maintenance equipment, through the budget process, near the end of its service life.
4. Increase required training for the Grounds staff on equipment maintenance and operation.

C. Two Years

1. Continue refinement of the internal inspection process to identify areas that require additional attention and to validate performance levels of the grounds staff
2. Include the grounds program to the existing work order request system for a broader range of communication for building occupants and grounds staff.
3. Identify new types of equipment that will facilitate the increase in workflow for quality, quantity, and efficiency.

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

Semi-annual customer satisfaction surveys are sent to the building occupants for grounds timeliness, efficiency and quality of services. Results are tabulated and any comments warranting concerns will be addressed.

B. Program Standard Measure

Standards and practices comparable to the National Association of State Facilities Administrators or similar will be developed and monitored through internal staff inspections. Areas of concerns will be corrected through established response criteria

C. Cost Effectiveness Measure

Private sector costs and standards will be considered to review the competitiveness of our program. Any significant variance in expenditure shall be evaluated and corrective measures considered and implemented as needed.

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

January 2024

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

Contact Person/Phone: James Kurata / (808)831-6730

I. Goal

The program will strive to provide timely, responsive, quality, efficient and innovative repair and maintenance services to public buildings, libraries, and health centers statewide and focus on maintaining and reducing, where practical, building operating costs for DAGS' and assigned 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 (Central Services trade crews and maintenance service contracting).
- B. Evaluate the current facilities condition rating system and adjust or revamp the system to index the scoring to align with an established occupant satisfaction index.
- C. To meet the stated goals and objectives, the program will initiate new components and continue to implement the following:
 - 1. Initiate and implement an open ended preferred small contractor contract with a pool of B and C licensed contractors to efficiently complete repair and alteration items requiring effort above the in-house resource levels.
 - 2. Annually, complete up to \$300,000 of in-house repairs.
 - 3. Continue to utilize service contracts to perform scheduled maintenance and repairs of building systems in assigned facilities statewide.
 - 4. Continue to re-develop a comprehensive facilities maintenance plan, through re-tooling the asset management program, to better prioritize and initiate major repair projects in assigned public buildings, libraries, and health centers statewide.
 - 5. Continue to work with Building Coordinators and Custodial Program's Building Managers to efficiently coordinate minor and emergency repairs.
 - 6. Adding requester feedback for receipt and completion acknowledgement to the existing electronic work order system.

7. Continue the on-line customer satisfaction survey to provide metrics to our staff and users to gauge performance and identify areas of improvement.
8. Continue training for program staff to maintain awareness of workplace safety and proper work procedures.
9. Continue to automate our processes by training key program staff on the use of cloud document storage, applications, and software.
10. Continue to maintain the standard operating procedures manual for consistency in purchasing, reduction of physical paperwork, and to facilitate the training of recently hired, temporarily assigned, and promoted staff.

III. Action Plan with Timetable

A. Past Year's Accomplishments toward meeting goals and objectives

A summary of activities follows:

1. The program has continued the online quality assurance survey to understand the areas needing improvement to achieve occupant/customer satisfaction.
2. Vacancies through transfers and retirement, financial limitations, and vandalism to our properties continued to challenge the program. Focused the staff on maintaining sound preventative maintenance practices and safely operating our buildings.
3. Continued to collaborate with the Hawaii State Energy Office on legislation and uses to benefit CSD's energy conservation programs.
4. Continued to train program staff and explored technologies which may be used to improve maintenance, durability, and energy and operating efficiency.

B. One Year

1. Continue identifying 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. Continue creating and updating the procedures to collect, prioritize and manage our assets and repairs backlog information to expend resources and funds efficiently and effectively.
3. Initiate and collaborate with other State Agencies to increase the efficient use of the Mapunapuna Base Yard.

C. Two Years

1. Continue to update the repair backlog process with an improved asset management approach which capture major building operating components information and lifecycles to predict the remaining useful life toward the proactive system of managing of building systems and components.
2. Identify and prioritize CIP projects for the FY25 budget request with the improved asset management system.

D. Five Years

1. The program will continue to identify facility funding needs, 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.
2. Utilize the work order and asset management systems to effectively manage our assigned State facilities.
3. Maximize the use of the DAGS Mapunapuna and adjacent DOT Base Yards to best service our building occupants and visitors.

IV. Performance Measures

A. Customer Satisfaction Measure

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

B. Program Standard Measure

Standards and practices comparable to the National Association of State Facilities Administrators or similar will be developed and monitored through internal staff inspections. Areas of concern will be corrected through established response criteria.

C. Cost Effectiveness Measure

Public sector costs and standards will be considered to review the competitiveness of our program. Any significant variance in expenditure shall be evaluated and corrective measures considered and implemented as needed.

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

January 2024

Program ID/Title: AGS 240/JA State Procurement

Contact Person/Phone: Bonnie Kahakui/(808)587-4701

I. Goals

The goals of the State Procurement Office (SPO) are 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. Other goals of the SPO are 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 uplift the procurement career field across the State with a training and certification program, toward enhancing the services and products provided to the citizens of the State of Hawaii, protect taxpayers' monies, and successfully implement programs.

Mission: The SPO acts as a strategic partner to foster public confidence by promoting procurement life-cycle excellence, program success, and government accountability.

Vision: To create transformative leadership for public procurement excellence.

II. Objectives and Policies

A. Procurement Training

- Improve the state training program to ensure that the State of Hawaii develops a proficient workforce of procurement professionals who expend public funds in a manner that is compliant with applicable statutes, rules, and policies.
- Subject to appropriated funds, continue developing a Hawaii State Procurement Certification process that will guide the career field within the State and to allow for certified levels of trained procurement professionals.
- Expand the offering of procurement classes to enhance professional development. Statewide procurement training and future certification is a vital tool that allows state and county procurement personnel to use a single sign-in portal and access a catalog of all existing SPO trainings and other department workshops, register for training online, take relevant procurement courses on-demand, and receive certification by demonstrating comprehension of the subject through passing quizzes. The LMS will further improve SPO's training program by:

- Offering a centralized source of learning;
- Automating data-keeping and reporting procedures;
- Bolstering knowledge retention with evaluation capabilities; and
- Simplifying the learning process.

B. Electronic Procurement Systems

- Integrate electronic purchasing to automate and standardize the procurement processes, reduce procurement cycle times, and increase the competition for goods, services, and construction through a statewide procurement automation system.
- Consolidate procurement notice and award databases with an eProcurement System for the following purposes: 1) create a more user-friendly single point of access for state procurement personnel; 2) create a more user-friendly single point of access for vendors and the public searching for opportunities to do business with the state and searching contract awards; 3) create a single-source for accessing procurement data for analysis to enable strategic sourcing.
- Develop an eMarketplace available to all State agencies, including local government entities and institutions of higher education to purchase goods and services in a quick and efficient manner.
- Develop a One-Stop-Shop site, which will pull all solicitation and notice information from across the 22 Chief Procurement Officer Jurisdictions to one page that can be accessed by all interested vendors in order to enable business growth and economic development in Hawaii. Not only will this create a more responsive vendor market, but it will also give the State meaningful business analytics on the state of procurement across Hawaii.

C. Purchasing Card (pCard) Program

- Provide a robust program for the State of Hawaii that will allow the State to manage the purchasing card program and individual departments to pro-actively manage and control pCard spend.
- Continuously improve its state-of-the art electronic program without the need for special hardware or software and utilize improved technology and business processes for all users that increases efficiency, reduces costs and with mobile connectivity eliminates paper-based processes.

D. Procurement Resources

- Provide a variety of price and vendor list contracts that agencies benefit by receiving discounts on goods and services due to volume purchases. Additional

advantages to cooperative contracts are efficiency savings – the administrative, procurement and contract management realized by each agency or jurisdiction, rather than having to solicit individual contracts, which would have resulted in multiple contracts for the same commodity or service. Instead, these processes are managed by the SPO, and all participating jurisdictions and agencies are the beneficiaries of cooperative purchasing.

- Provide consultation and advisory services to departments, user agencies, and other jurisdictions as the subject matter experts on the State Procurement Code.
- Provide procurement services by conducting procurement and /or review services that impacts the State that results in systemic value to the State's business activity.
- Assist, advise, guide, and train purchasing agencies relating to planning and procuring health and human services.
- Review and process Executive Branch requests for chief procurement officer approval and protest requests for reconsideration. Conduct reviews and investigations of procurement activities, as necessary.
- Maintain databases: 1) awards/contracts; 2) requests for chief procurement officer approval; and 3) planned purchases reports.
- Prepare Hawaii Revised Statutes (HRS) Chapter 103D and 103F legislation and amendments to its administrative rules, as applicable.

E. Procurement Compliance and Legislative Actions

- Provide Policy and Compliance consultation to State agencies and the public on policies and guidance on statewide procurement procedures, standards, and guidelines to ensure compliance with all procurement statutes, rules, directives, and policies. As stewards of HRS Chapter 103D, Hawaii Public Procurement Code, and 103F, Purchases of Health and Human Services, the SPO shall continue to actively participate in the legislative process by preparing legislation and advising on revision to the procurement code.
- Review bills during each legislative session and provide guidance to properly implement the provisions of the legislation through drafting of administrative rules.
- Oversee other aspects to ensure that all procurement is conducted in compliance with the Hawaii Public Procurement Code, such as conducting investigations due to public complaint, reviewing Hawaii Product applications, creating contract log statistics for the Executive Department; developing Protest Statistics, and processing Chief Procurement Officers requests for approvals for Sole Source,

Procurement Exemptions, Emergency Procurement, Restrictive Specifications, Contract Extensions, Procurement Violation Investigations, Delegation and Training, Contractors Suspension and Debarment and Hawaii Compliance Express.

- Develop guidance and administrative rules to implement a past performance database for Competitive Sealed Bids, Competitive Sealed Proposals, and Sole Source Procurement.
- Continue reviewing Hawaii Administrative Rules (HAR), specifically HAR 3-120 through 3-131, and HAR 3-140 through 3-149, for clarity, consistency and adherence with procurement statutes and best practices.
- Create and oversee the Small Business Initiative to encourage small businesses to bid on government opportunities. This includes contracting with a consultant to assist in outreach programs.
- Issue guidance through procurement circulars on legislative changes that impact procurement.

F. Inventory

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

G. Travel

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

H. Agile Acquisition

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

III. Action Plan with Timetable

A. Procurement Training

1. Past Year Accomplishments

- a. Continued on-demand training
- b. Reviewed and updated training class descriptions/synopsis.
- c. Reviewed and updated training materials, forms, and website.
- d. Completed implementation of LMS for non-executive branch procurement jurisdictions.
- e. Migrated to a shared Learning Management System (LMS) with DHRD to allow for a uniformed training experience throughout the state and a streamlined registration for state employees.

2. One Year

- a. Obtain reference materials and training for SPO staff in the most current procurement trends and procedures, including IT procurement and intellectual property.
- b. Develop training module on the statewide Past Performance Database.
- c. Continue review of Hawaii Administrative Rules 3-122 to incorporate statutory changes.

3. Two Years

- a. Scan business, training, and other environments for new training platforms, models, and processes.
- b. Complete basic training on procurement life cycle Create Reference Library Structure and begin moving materials.
- c. Develop course in procurement planning.
- d. Review 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.

4. Five Years

- a. Create SPO Training Division and Statewide Acquisition Academy & Center of Excellence, subject to availability of funds.
- b. Create 1.00 FTE position - Training and Development Director, subject to availability of funds.
- c. Develop and hire 2.00 FTE positions Training & Development Officers (total staff 3.00 FTEs), subject to availability of funds.
- d. Create and implement procurement certification program, subject to availability of funds.
- e. Complete updating older training with a more interactive format.
- f. Complete implementation of testing for core procurement courses.
- g. Assess each department's progress and needs and provide technical assistance.
- h. Scan business, training, and other environments for new training platforms, models, and processes.

B. Electronic Procurement Systems

1. Past Year Accomplishments

- a. Solicited proposals for an eMarketplace to include a new eProcurement Procurement Automation system, funded by vendor collected fees from the eMarketplace.
- b. Enhanced HiePRO and HANDS to include new Department of Law Enforcement.
- c. Enhanced HiePRO;
 1. Added history tab to vendor's profile
 2. Redesigned Q& A tab and created video explaining the process
 3. Created message popup when canceling an award
 4. Created process to email deactivated users assigned to approval paths
 5. Created ability to select an amendment date for release.
 6. Displayed "paid" status only to CS Admin and System Adm

2. One Year

- a. Complete review of additional eProcurement functionality needed and new technologies in eProcurement.
- b. Create eMarket Place to fund the eProcurement System.
- c. Create training for user agencies and vendors for the eMarketplace.
- d. Develop an intra-state car rental solicitation with the goal of including more fuel efficient (electric and hybrids) vehicles.

3. Two Years

- a. Begin implementation on new eProcurement system for other executive branch agencies.
- b. Continue development and implementation of online catalogue shopping.
- c. Work in tangent with DAGS for the integration of a new Financial system.

4. Five Years

- a. Continue implementing new Procurement Automation System (eMarketplace and eProcurement) for departments statewide.
- b. Continue training on new Procurement Automation System.
- c. Begin data analysis and reports from eMarketplace and eProcurement Systems.

C. Procurement Compliance & Legislative Actions

1. Past Year Accomplishments

- a. Reviewed approximately 100 legislative bills and resolutions that affected procurement during the 2023 Legislative Session.
- b. Responded to Chief Procurement Officer requests which are submitted by the Executive Branch. Total number of requests reviewed 564: 66 Procurement Violations; 358 Protest submittals (SPO-043) and 498 Chief Procurement Reviews (CPO) consisting of Sole Source Requests, Procurement Exemptions, Emergency Procurement requests, Restrictive Specifications, Contract Extension Requests, unblocking of pCard purchases, and 14 requests for public records (OIP).
- c. Provided guidance through Procurement Circulars. Procurement Circulars issued in FY23: 7.
- d. Compiled Protest Statistics. Processed SPO-043/Report of Procurement Protest Form, in order for Agencies to submit consistent/standardized data and track Executive Departments and CPO Jurisdictions Protests. Responded to questions from government agencies and the public on HCE compliance.
- e. Prepared a questionnaire and gathered data from State agencies, vendors, and other stakeholders towards the development of the past performance database.
- f. Prepared process requirement documents for the development of an online past performance database.
- g. Met with the Procurement Policy Board to review the questionnaire for the Past Performance Database
- h. Met with Executive Branch Departments and Department of Education and prepared interim Legislative report on phased in consolidation of state procurement services (SB 3369, SD2, HD2, CD1/Act 282, SLH 2022). Submitted 12/28/2022.
- i. Started groundwork for the establishment of the five-year Small Business Assistance Initiative. Awarded a contract to Solutions Pacific to establish an outreach program for the Small Business initiative.
- j. Continued reviewing Hawaii Administrative Rules, 3-120 to 3-131 for clarity and consistency with Legislation that affect 103D and 103F, HRS. Sent completed sections to the Department of Attorney General for preliminary review.

2. One Year

- a. Continue working with Small Business Consultant for outreach strategies to the small business community.
- b. Re-establish the Small Business Database Registration.
- c. Continue reviewing requirements documents and associated rules towards the enhancement of the past performance database.
- d. Implement the Past Performance Database; develop instructions/training how to use the database.
- e. Complete final report and make recommendations on procurement services

consolidation pursuant to Act 282, SLH 2022.

- f. Finalize an SPO Investigation Standard Operating Policy to establish clear and well-defined procedures on recording and investigating possible procurement violations and procurement reviews. This policy will lead to greater efficiency and consistency while conducting investigations and audits. In order to accomplish this goal, standard criteria and charting the procedures need to be developed as well as gathering stakeholder input through emails, meetings, and phone calls.
- g. Continue to review legislative bills and develop testimonies on legislation that affect Chapters 103D and 103F, Hawaii Revised Statutes.
- h. Meet with Executive Branch Departments and Department of Education and prepare final Legislative report on phased in consolidation of state procurement services Act 282, SLH 2022 which is due 20 days before the 2024 Legislative session.
- i. Continue to respond and make recommendations to Chief Procurement Officers requests which are submitted by the Executive Branch.
- j. Continue to provide guidance through Procurement Circulars.
- k. Continue to process SPO-043/ Report of Procurement Protest Form.
- l. Continue to respond to questions from government agencies and the public on Hawaii Compliance Express requirements.
- m. Issue Procurement Circulars, as needed, to notify Agencies/CPO Jurisdictions, which vendors have been suspended/debarred and the suspension period of each Vendor. Issue Procurement Circulars, on behalf of DLIR, to notify Agencies/CPO Jurisdictions, which Vendors have been suspended pursuant to 104, Wages and Hours of Employees on Public Works.
- n. Continue to consult with other departments and agencies regarding implementation of procurement policy.
- o. Continue reviewing Hawaii Administrative Rules, HAR 3-120 to 3-131 for clarity & consistency. Collaborate with the Department of the Attorney General Office as necessary.

3. Two Years

- a. Continue to review legislative bills and develop testimonies.
- b. Complete final report and make recommendations on procurement services consolidation.
- c. Continue to respond and make recommendations to Chief Procurement Officers requests which are submitted by the Executive Branch.
- d. Continue to provide guidance through Procurement Circulars.
- e. Continue to provide Procurement Circulars on Suspension and Debarment.
- f. Continue reviewing Hawaii Administrative Rules, HAR 3-120 to HAR 3-122. Send to the Department of the Attorney General office for review and present preliminary changes to Procurement Policy Board.

4. Five Years

- a. Continue to review legislative bills and develop testimonies.
- b. Complete assessment and recommendation for procurement services consolidation.
- c. Continue to respond and make recommendations to Chief Procurement Officers requests which are submitted by the Executive Branch.
- d. Continue to provide guidance through Procurement Circulars.

- e. Continue to provide Procurement Circulars on suspension and debarment.
- f. Submit to legislature the small business advisory group's final report of all the recommendations, observations, and metrics related to the small business assistance initiative, pursuant to Act 42, SLH 2017.
- g. Continue reviewing Hawaii Administrative Rules, HAR 3-122 to HAR 3-131. Present changes to the Procurement Policy Board by conducting public hearings to implement changes.
- h. Complete review and analysis of the Small Business Initiative.

D. Inventory

1. Past Year Accomplishments

- a. Processed 804 state property transfers valued at \$3,323,208.81.
- b. Processed 23,4560 inventory transactions.
- c. Processed addition inventory transactions valued at \$1,941,882,188.00.

2. One Year // Two Years // Five Years

- a. Continue to process state property transfers.
- b. Continue to process inventory transactions.
- c. Continue to process addition inventory transactions.

E. Travel & pCard

1. Past Year Accomplishments

- a. Assisted travelers and travel coordinators in making travel arrangements and calculations of per diem, travel time off, and miscellaneous reimbursements.

2. One Year

- a. Continue assisting travelers and coordinators with travel arrangements and calculations of per diem, travel time-off, and reimbursements.
- b. Review and extend Intra-State Car Rental Contract and the Intra-State Airfare agreement.
- c. Re-solicit for the intra-state car rental contract to include more fuel efficient vehicles (electric vehicles & hybrids).

3. Two Years

- a. Update on-demand training.
- b. Work with the Comptroller's Office and DAGS Accounting to amend HAR 3-10 to update language.
- c. Coordinate with DAGS Accounting with the new Financial project which may include a Travel Expense Reporting Component.

4. Five Years

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

F. Agile Acquisition

1. Past Year Accomplishments

- a. Provided all State and County employees with government email domains access to resources and guidance through the Sustainable Purchasing Leadership Council (SPLC) for Hawaii's transition towards a sustainable future. Sustainability guidance are provided on categories such as electronics/IT hardware and services, furnishings, food services, transportation and fuels, construction and renovation materials, energy efficiency and renewable energy, and professional services.
- b. Enhanced Disaster Preparedness by: 1) offering continued guidance and 2) adding to the comprehensive list of interested vendors who have the capabilities the State would need in disaster situations. Developed standard operating procedures for declared emergency procurements that align to FEMA.
- c. Published statewide contracts to support the Governor's three priorities to protect public health, revive the economy and strengthen the community and to be utilized as the backbone to the eMarketplace phase of the new eProcurement system requirements.

2. One Year

- a. Continue to publish statewide contracts to support critical areas identified by the Governor: 1) our homelessness and housing needs; (2) the Green Affordability Plan proposal; (3) climate change; and (4) our health care crisis.

3. Two Years

- a. Conduct a business process reengineering review of departments for more efficient alignment to eProcurement System, subject to available funding.
- b. Continue to support sustainable, economically viable programs across the State.
- c. Incorporate uploadable library feature in Procurement Wizard to enable knowledge management statewide.
- d. Implement an eMarketplace for use by all participating jurisdictions.

4. Five Years

- a. Implement Procurement Automation System for the Executive Branch.
- b. Continue to support sustainable, economically viable programs across the State.

IV. Performance Measures

A. Customer Satisfaction Measures

1. Stakeholder surveys are conducted as needed.

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

B. Program Standard Measures

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

C. Cost Effectiveness Measures

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

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

January 2024

Program ID / Title: AGS 244/JC Surplus Property Management

Contact Person/Phone: Bonnie Kahakui/(808)587-4701

I. Goals

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

II. Objectives and Policies

- A. Intensify training to eligible and participating donees to enable interaction with the entire spectrum of program features and to improve donees' opportunities to obtain needed items.
- B. Maintain the programs' financial sustainability through increased promotion and marketing of surplus property, utilization, and donation programs and inform eligible and participating donees about the opportunities to purchase a wide variety of surplus property at significantly reduced prices.
- C. Streamline processes and improve operational efficiencies and compliance with the State Plan of Operation for the Federal Surplus Property Donation Program.

III. Action Plan with Timetable

- A. Training
 - 1. Past Year Accomplishments
 - a. Introduced Donee Portal in the Surplus Property Office website for donee and donee-to-be to view available property on site.
 - b. Posted Surplus Property Management Training on LMS.
 - 2. Year One
 - a. Continue educating donees on the use of the Donee Portal to upload required document and view Statement.
 - b. Promote the Small Business Administration 8(a) (SBA) and Veteran-Owned Small Business (VOSB) programs.

3. Two Years
 - a. Increase contributions to zero-waste or other sustainability initiatives.
 - b. Increase multiple methods of redistribution, resale, and disposal help divert waste from landfills and extend the useful life of assets.
4. Five Years
 - a. Establish a Virtual Surplus Business Model.
 - b. Introduce “on-site disposals” of State surplus property.

B. Financial Sustainability

1. Past Year Accomplishments
 - a. FY 2023 - Acquisition Cost of Surplus Property Transferred to Donees is \$6.9 Million.
 - b. Transferred \$2,887,046.51 MREs and Drinking Water to Hawaii Foodbank at no charge.
 - c. FY 2023 - Service & Handling fee of Surplus Property Transferred to Donees is \$362,452.76.
 - d. FY 2023 Public Auction proceeds:
 - Transportation Security Administration - \$28,337.29
 - State - \$23,436.67
 - GSA - \$28,003.50
2. One Year
 - a. Maintain program’s financial sustainability through increased promotion and marketing of the surplus property, utilization, and donation programs, and educating donees on the availability of and variety surplus property available to them at significantly reduced prices.
 - b. Explore new internet auction platforms such as “GovDeals” and “Public Surplus.”
 - c. Promote SPO Surplus Public Auction opportunities on Craigslist and social media.
3. Two Years
 - a. Extend the useful life of assets and generate revenue by exploring multiple methods of disposal, including but not limited to counter sales, online auction, and web surplus.
 - b. Monitor and adjust the program’s website to improve customer satisfactions.

4. Five Years

- a. Procure a new State Surplus Property Management System to manage the State surplus property.

C. Operational Efficiencies

1. Past Year Accomplishments

- a. Executed and implemented the Federal Surplus Property Management Software to:

- Reach an efficient and effective donation process with the new system.
- Streamline daily operations
- Automatically generate GSA-required reports for compliance and utilization

2. One Year

- a. Streamline processes and improve operational efficiencies and compliance with regards to the State Plan of Operation for the Federal Surplus Property Donation Program.
- b. Continue to work on supplying program information on our website.
- c. Continue the implementation of the Federal Surplus Property Management Software to:
 - Reach an efficient and effective donation process with the new system.
 - Streamline daily operation.
 - Automatically generate GSA required reports for compliance and utilization.

- d. Align our accounting system to fit the program's current needs.

3. Two Years

- a. Automate "Application for Eligibility" process.

4. Five Years

- a. Implement virtual business model for State property to streamline operations, reduce operational expenses and provide easier access to available State surplus property inventory.

IV. Performance Measures

- A. Number of surplus property transferred to donees
- B. Amount of service fees collected for property transfers
- C. Actual donees as percentage of eligible donees

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

January 2024

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

Contact Person/Phone: Michael Arakaki/(808)586-0343

I. Goals

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

Maintain a positive revolving fund balance.

II. Objectives and Policies

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

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

III. Action Plan with Timetable

- A. Objective/Policy #1 - Work within budget restrictions and provide vehicles that are safe and reliable for state agencies.
 - 1. Required Actions
 - a. Continue to identify state agencies whose vehicles were scheduled to be replaced. Continue fleet replacement planning which has been playing catchup due to multi-year curtailment from previous budget cycles.

- b. Identify and maintain vehicles to prolong operating life due to past budget restriction and inability to acquire new vehicles.

2. Implementation Timetable

- a. Past Year Accomplishment – Fleet replacement of aging Fleet met fleet replacement goal of 10-12-year turnaround time. Installed EV charging infrastructure in Lot P (Central Motor Pool).
- b. One Year – Continue to adhere to budget to replace aging vehicles in fleet. Continue to replace aging fleet with Zero Emission Vehicles. Continue installation of electrical infrastructure within budget.
- c. Two Years – Continue to evaluate fleet planning and replacement schedule. Continue to upgrade electrical infrastructure within budget.
- 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 and review specific types of motor vehicle services provided by the state motor pool program.
- b. Identify and review comparable motor vehicle services available from private commercial services.
- c. Continual monitoring and evaluation of 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.

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

3. Implementation Timetable

- a. Past Year Accomplishment – Continually evaluated pricing rate structure to ensure the motor pool provides value repair services to State agencies.
- b. One Year – Continue to offer motor pool services to state agencies. Continue to 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 – Continue to 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 2024

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

Contact Person/Phone: Michael Arakaki/(808)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 – Paved Lot E (No. 1 Capitol); initiated an e-bike pilot program to more efficiently patrol Capitol District parking lots. Upgraded a two-way radio service for the Parking and Security Officers to enhance communication.
- b. One Year – Plan to pave Lot YC and Lot YR. Planning to implement automation of parking garages R&A. Planning to remove meters in Lot V (Vineyard), Lot F (Iolani Palace), and Lot D (Kekuanaoa).
- c. Two Years – Plan to pave Lot YC, Lot YR and to convert Lot YJ meters to pay stations. Plan Lot W (Waipahu) to remediate asphalt seal and scrape. Continue to phase in parking lot automation within budget.
- 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. Automate parking lots within budget.
- b. Continue to 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. Update and revise state lot parking fees. Continue to identify parking lots where able to gain incremental parking spaces for employees.

2. Implementation Timetable

- a. Past Year Accomplishments – Converted Lots W (Waipahu), KJ (Kapolei Judicial), Lot D (Kekuanaoa) and Lot DH (Diamond Head) to pay stations. Re-stripped Lot D (Kekuanaoa) which increased employee parking by 20 parking stalls. Initiated plans to automate Lots A & R. Staff hired to actively patrol and enforce facilities. Implemented a preventive maintenance program for the gate operator and readers to extend the life of these 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, and 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 the 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 – Installed Electric Vehicle Charger at Lot R (South Street). Continued to conduct vacancy surveys of parking lots to fill vacant stalls with month-to-month parking permits for employees.

- b. One Year – Continue to automate parking lots when feasible.
- c. Two Years – Continue to monitor parking utilization rates for all parking facilities.
- 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 2024

Program ID/Title: AGS-871/NA Campaign Spending Commission

Contact Person/Phone: Kristin Izumi-Nitao, Executive Director / (808) 586-0285

I. Goals

- A. Goal - To improve campaign finance laws and rules to increase transparency, compliance, and ensure the integrity of the campaign finance process.
- B. Goal - To provide training, education, and access to committees for purposes of compliance with, and increasing awareness of, campaign finance laws and rules.
- C. Goal – To increase education, awareness, and access for the public.
- D. Goal – To explore, examine, and implement technological advances and capacities to improve access, reduce paperwork, and increase compliance.
- E. Goal – To obtain compliance with campaign finance laws and rules through enforcement actions.
- F. Goal – To ensure organizational and institutional sustainability.

II. Objectives and Policies

- A. Goal - To improve campaign finance laws and rules to increase transparency, compliance, and ensure the integrity of the campaign finance process.
 - Review existing laws as well as propose and submit legislation as needed.
 - Review existing rules and procedures as well as propose administrative rules as needed.
- B. Goal - To provide training, education, and access to committees for purposes of compliance with, and increasing awareness of, campaign finance laws and rules.
 - Offer and provide training on campaign finance laws and rules.
 - Provide educational and informational materials on how to comply with campaign finance laws and rules.
 - Evaluate the effectiveness of and explore (and implement as needed) new methods of training, education, and communication of information.

- Direct the committees to the Commission’s website and continue to improve web-based information as well as other social media applications.
 - Encourage the committees to contact the Commission and/or visit the Commission’s office to assist in compliance with campaign finance laws and rules.
 - Issue advisory opinions as requested.
- C. Goal – To increase education, awareness, and access for the public.
- Inform and educate the public about campaign finance laws and rules.
 - Explore and implement improvements to the Commission’s online presence and other media applications to provide the public with campaign finance committee data and information.
- D. Goal – To explore, examine, and implement technological advances and capacities to improve access, reduce paperwork, and increase compliance.
- Increase the Commission’s capability to process and analyze reported data.
 - 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.
- E. Goal – To obtain compliance with campaign finance laws and rules through enforcement actions.
- Develop escalating penalties for repeat and gross violations, and disseminate information about the penalties.
 - Seek enforcement of the campaign finance laws and rules against violators.
- F. Goal – To ensure organizational and institutional sustainability.
- Monitor funding and develop proposals to stabilize funding as needed.
 - Provide Commissioner and staff development.
 - Develop and implement plans for continuity of operations.

- Monitor compliance with the strategic plan and annually report to the Commission, committees, and the public.

III. Action Plan with Timetable

A. Goal - To improve campaign finance laws and rules to increase transparency, compliance, and ensure the integrity of the campaign finance process.

- **Past Year Accomplishments**

Review existing laws as well as propose and submit legislation as needed. The 2023 legislative session was a historic session for the Commission with an unprecedented number of bills positively affecting campaign finance that were signed into law by Governor Josh Green. The Commission submitted eleven (11) bills to the President of the Senate and the Speaker of the House for introduction of which seven (7) became law. They are as follows:

Act 4 (H.B. 90), RELATING TO COMMITTEE FUNDRAISERS

Effective March 31, 2023, amends Hawaii Revised Statutes (“HRS”) §11-342 to require all candidate and noncandidate committees to file their fundraiser notices regardless of the price or suggested contribution for attending the function.

Act 5 (H.B. 93), RELATING TO ORGANIZATIONAL REPORTS

Effective March 31, 2023, amends HRS §11-322 and §11-323 to provide that any candidate or noncandidate committee who fails to register with the Commission or correct their organizational report will have their name published on the Commission’s website until they comply.

Act 6 (H.B. 99), RELATING TO LIMITING A CAMPAIGN’S ACCEPTANCE OF CASH CONTRIBUTIONS

Effective March 31, 2023, amends HRS §11-351 to require that a candidate, candidate committee, and noncandidate committee shall limit to \$100 the total amount of cash they may accept from a single person during each election period.

Act 69 (H.B. 97, H.D. 1, S.D. 1), RELATING TO PRELIMINARY DETERMINATION OF PROBABLE CAUSE

Effective June 7, 2023, amends HRS §11-405(a) to provide that service of the Commission’s preliminary determination of probable cause orders will be done by first class mail rather than certified mail and a courtesy copy will be sent by email (if the email address is known by the Commission). Further, there shall be a presumption that the committee received the order within 7 business days of the order being mailed.

Act 118 (S.B. 203, S.D. 1, H.D. 1, C.D. 1), RELATING TO COMPLAINTS ALLEGING VIOLATIONS OF CAMPAIGN SPENDING LAWS

Effective June 23, 2023, amends HRS §11-403 to provide that there is a rebuttable presumption that a campaign finance violation has occurred for respondents who fail to explain or otherwise respond to complaints alleging campaign spending violations within 30 days from the mailing of the complaint.

Act 120 (H.B. 91, H.D. 1, S.D. 1), RELATING TO ORDERS OF THE CAMPAIGN SPENDING COMMISSION

Effective June 23, 2023, amends HRS §11-405 and §11-410 to provide that a person waives the right to a contested case hearing if they fail to request a contested case hearing within 30 days of receipt of the Commission's preliminary determination of probable cause order. Further, a final order of the Commission may be filed in First Circuit Court for confirmation as a civil judgment, enforceable and collectible as any other judgment issued in the circuit courts.

Act 121 (H.B. 92, S.D. 1), RELATING TO VIOLATIONS OF CAMPAIGN FINANCE LAW

Effective June 23, 2023, amends HRS §11-410 to provide that the fine for noncandidate committees making only independent expenditures (Super PACs) that have received at least one contribution of more than \$10,000, or spent more than \$10,000 in an election period, is increased to an amount not to exceed \$5,000 for each occurrence or an amount not to exceed three times the amount of the unlawful contribution or expenditure for a campaign finance violation. Further, if the noncandidate committee cannot pay, the Commission may order that the fine be paid from the personal funds of the candidate or officers of the noncandidate committee (i.e., chairperson and/or treasurer).

The four (4) Commission bills that did not pass included a bill that: (1) increased the partial public funding program and established 2 full-time positions in the Commission (H.B. 95 & S.B. 200); (2) extended the pay-to-play state and county government contractor ban to grants-in-aid recipients as well as owners, officers, and immediate family members of the government contractor/grantee (H.B. 96 & S.B. 201); (3) prohibited candidates from using campaign funds to purchase up to 2 tickets for another candidate or committee's fundraiser (H.B. 94 & S.B. 199); and (4) prohibited elected officials from accepting and soliciting contributions during legislative session (H.B. 89 & S.B. 194). The Commission will continue its efforts to advocate for these bills in the future, but is grateful to have made positive progress in the area of transparency and accountability in campaign finance.

Notably, there were eight (8) bills impacting campaign finance that were signed into law submitted by other interested parties. They are as follows:

Act 117 (H.B. 1294, H.D. 1, S.D. 1, C.D. 1), RELATING TO ELECTIONS

Effective June 23, 2023, if the candidate name requested to be printed on the ballot is different than the candidate's legal name, the Office of Elections and the Commission will include the candidate's legal name wherever the name requested to be printed on the ballot is used.

Act 119 (S.B. 1189, S.D. 1, H.D. 1, C.D. 1), RELATING TO CAMPAIGN FINANCE

Effective January 1, 2026, amends HRS §11-334 to add a new preliminary primary report on February 28 of the year of a general election for candidates whose name will appear on the ballot in the 2026 election.

Act 122 (H.B. 463, S.D. 1, C.D. 1), RELATING TO ELECTIONS

Effective June 23, 2023, amends HRS §11-321(g) to provide that noncandidate committees must register with the Commission by filing an Organizational Report within 10 days of receiving contributions or making expenditures of more than \$500, in the aggregate, in a 2-year election period.

Act 127 (S.B. 51, S.D. 1, H.D. 1, C.D. 1), RELATING TO CAMPAIGN FINANCE

Effective July 1, 2023, amends HRS §11-323 and §11-391 to provide that a noncandidate committee who: (1) fails to comply with Organizational Report requirements is subject to a minimum fine of \$1,000 per violation; (2) fails to have the proper advertisement disclaimer is subject to a fine of no less than \$150 for each advertisement; and (3) fails to identify the top 3 contributors to advertisements paid by Super PACS is subject to a fine of \$1,000 per violation.

Act 128 (S.B. 1493, S.D. 1, H.D. 1, C.D. 1), RELATING TO LOBBYISTS

Effective June 23, 2023, lobbyists who are actively registered with a State or county ethics board or commission are prohibited from contributing to an elected official, candidate, candidate committee, noncandidate committee, or any other individual required to file an Organizational Report with the Commission, or making an expenditure on behalf of these persons, during any regular or special session of the legislature, and for 5 calendar days before and after a session. Any prohibited contribution shall escheat to the Hawaii Election Campaign Fund.

Act 130 (H.B. 986, H.D. 1, S.D. 1, C.D. 1), RELATING TO OFFICIAL MISCONDUCT

Effective June 23, 2023, it shall be a class C felony for the offense of official misconduct which prohibits a public servant from acting or refraining from performing an official duty with the intent to obtain a benefit other than the person's lawful compensation, or submitting or inviting reliance on any false statement, document, or record. The adoption of the felony offense of official misconduct gives law enforcement/prosecutorial authorities an important tool to combat public corruption.

Act 131 (S.B. 228, S.D. 1, H.D. 1, C.D. 1), RELATING TO FRAUD

Effective June 29, 2023, there are 3 new felonies: (1) A class B felony for the offense of fraud if, with the intent to defraud, the person executes or attempts to execute any scheme or artifice to defraud or for the purpose of obtaining money or property by means of false or fraudulent pretenses, representations, or promises including to deprive another of the intangible right of honest services; (2) A class C felony for the offense of making a false, fictitious, or fraudulent claim against the State or county if the person makes or presents to any agent of the State, counties, or any department or agency thereof any claim upon or against the State, county, department, or agency that the person knows to be false, fictitious, or fraudulent; and (3) A class C felony for the offense of using false statements or entries in matters within the jurisdiction of the executive, legislative, or judicial branches of the State. The adoption of the offense of honest services fraud gives law enforcement/prosecutorial authorities an important tool to combat public corruption. The felony offense of the use of false statements or entries may be applicable to reports filed with the Commission.

Act 137 (H.B. 710, H.D. 1, S.D. 2, C.D. 1), RELATING TO GOVERNMENT

Effective June 29, 2023, it shall be a class B felony for the offense of obstruction of justice if a person intentionally influences, obstructs, impedes, or endeavors to influence, obstruct, or impedes the due administration of justice by means of force, threat of force, coercion, fraud, or deception. The adoption of the offense of obstruction of justice gives law enforcement/prosecutorial authorities an important tool to combat public corruption. The felony offense of obstruction of justice may be applicable to deceptive statements made to the Commission.

Other bills that were introduced by other parties which did not get signed into law concerned additional reporting, political advertising including red-boxing, concerns over foreign influences, permitting use of campaign funds for child care, full public funding, and enhanced criminal statutes and penalties.

For this legislative session, the Commission was a member of the Commission to Improve Standards of Conduct (“CISC”) which was established by House Resolution No. 9 (2022) to ensure state laws and rules relating to standards of conduct of public officers and employees contain clear standards, enforcement, and penalties, and provide recommendations to increase awareness of, compliance with, and deterrent effects of the code of ethics, lobbying laws, campaign finance laws, and other relevant laws and rules. The Commission was fortunate to have had the support of the CISC on all of its bills submitted.

Review existing rules and procedures as well as propose administrative rules as needed. There were no changes to the Commission’s administrative rules and procedures during this fiscal year.

- **One Year** – Draft and submit legislation seeking technical revisions to the campaign finance laws for purposes of clarity, consistency, and style as well as to seek substantive changes as needed.
- **Two Year/Five Year** – Continue to update the law and monitor whether changes to the Commission’s rules and procedures are needed.

B. Goal - To provide training, education, and access to committees for purposes of compliance with, and increasing awareness of, campaign finance laws and rules.

- **Past Year Accomplishments**

Offer and provide training on campaign finance laws and rules. In anticipation of the 2022 election, Commission staff had offered candidate and noncandidate committee in-person training on all islands in May and June 2022. Cyber-learning training is also available on the Commission’s website for 24-hour remote access as well as access to committee guidebooks and manuals.

Provide educational and informational materials on how to comply with campaign finance laws and rules. In preparation for the 2022 election, the Commission reviewed and revised its training modules which are all available on the Commission’s website (i.e., guidebooks, manuals, cyber-learning videos, and PowerPoint presentations). The Commission continues to publish a bi-annual newsletter for distribution by email in January and July to inform the committees, public, and anyone else who has signed up for our email distribution of reminders, new laws going into effect, tips, and other relevant topics on compliance and Commission matters.

Evaluate the effectiveness and explore (and implement as needed) new methods of training, education, and communication of information. Current efforts to communicate with committees have been successful – especially, our website, e-blasts, and tweets. We have noticed that oftentimes our tweets get retweeted. The Commission will continue to identify other mechanisms to communicate with multi-generational audiences and employ such tools as needed or if appropriate.

The Commission continues to work with the Office of Elections and county clerks in providing informational packets to give to candidates who file their nomination papers. When candidates file their nomination papers, Office of Elections has included on their Candidate Profile worksheet a section that the candidate initials acknowledging that he/she understands that they need to register with the Commission and file reports. This has been very beneficial. Prior to each election, the Commission meets with Office of Elections and county clerks to address any new concerns/issues as well as to ensure that the process of certifying candidates' compliance with campaign finance laws is operating properly so that the winning candidates are able to be sworn into office.

Direct the committees to the Commission's website and continue to improve web-based information as well as other social media applications. For purposes of transparency, much of the Commission's operations, business, and finances are posted on the Commission's website including Commissioners' biographies, meeting agendas and minutes, newsletters, advisory opinions, Hawaii Election Campaign Fund ("HECF") trust fund information, annual reports, campaign finance statistics, and the Strategic Plan. We continue to evaluate our website and update it to include new links for First Time Candidates, commonly asked FAQs (election and non-election year), a payment link to pay fines, and election summaries. Information of current interest is constantly identified and posted on the Commission's website including statute and rule changes, legislation, reporting deadlines, enforcement issues, and new informational and technological tools. There are also links for viewing reports, filing reports, seeking guidance including cyber-learning presentations, forms, guidebooks, and qualifying for public funding. Based on the results of our annual online survey, we understand that our website continues to be our strongest resource in providing stakeholders and interested parties with campaign finance information. As such, we continue to fine-tune our website with a focus on building more efficient and user-friendly navigation tools which includes a searchable database of all the campaign finance data filed by committees. We have also included a section on our home page for our latest tweets and highlighted the candidate and noncandidate committee data visualization apps. These updates are done at zero cost to the Commission. During this period, we had 137,294 "hits" to our website.

The Commission regularly uses e-blasts as well as Facebook and Twitter posts to inform and educate committees and the public on campaign finance topics. We have found the e-blasts to be especially effective in sending out time sensitive information such as reporting deadline reminders and changes in the law. It also permits us to notify interested parties about registering for training classes, publication of new educational tools, and other campaign finance information. Efforts to not overuse the email system and reserve it for distribution of important announcements is always a consideration. During this period, the CSC email system was employed 113 times and we have 1,096 total subscribers. Notably, subscribers are separated into three groups – candidates (437 subscribers), noncandidate committees (264 subscribers), and the public (395 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 377 tweets with a total tally of over 25,866 impressions or times a tweet has been seen.

Furthermore, the Commission has an ongoing partnership with the State of Hawaii's Office of Enterprise Technology Services ("ETS") to improve the Commission's two statutorily required electronic filing systems for candidate committees and noncandidate committees which provides us with the campaign spending data that we use to provide transparency in elections to the public.

The candidate committee dashboard app was launched at the end of fiscal year 2018 which consolidated campaign spending data filed by candidates and provided for better comparative analyses of the data by office, party, and reporting period, continues to be very helpful and was viewed 21,436 times during this period. Its success helped the Commission to seek funding to build the noncandidate committee dashboard counterpart which we launched on March 18, 2020, and was viewed 1,217 times during this period. This dashboard app is a powerful addition to the candidate dashboard app which consolidates campaign spending data filed by noncandidate committees including Super PACs and provides for better analyses of the data. This particular app replaced the Commission's Noncandidate Committee Data Visualization app which was in use since 2014, and will permit the public to see in a more visually engaging and interactive way how noncandidate committees are stacking up against one another in the area of contributions received, contributions made to candidates, expenditures and independent expenditures made.

Encourage the committees to contact the Commission and/or visit the Commission's office to assist in compliance with campaign finance laws and rules. This position has always been emphasized. The Commission handles numerous phone calls, walk-ins, and inquiries daily. A computer is located in our office for committees to file their reports and to seek our assistance. As government services were being restored as a result of COVID-19 restrictions being lifted, staff members remained vigilant as omicron and the other variants surged, and kept hybrid work schedules which consisted of teleworking and in the office. Committees were encouraged to make appointments to visit the office and were assisted over the phone and via email. Having successfully completed an election year in 2020 with a government shut-down due to COVID-19, Commission staff were equipped to work continuously including remotely to service the 700+ committees.

Issue advisory opinions as requested. There were no advisory opinions requested during this period.

- **One Year** - Continue to drive the public to our website and utilize social media applications as well as employ our email system to inform and educate. Revise and update guidebooks, manuals, and cyber learning videos. Issue advisory opinions as requested.
- **Two Year/Five Year** – Plan, organize, and host trainings in election years. Continue to identify mechanisms to increase education, awareness and access to the committees.

C. Goal – To increase education, awareness, and access for the public.

- **Past Year Accomplishments**

Inform and educate the public about campaign finance laws and rules. The Commission disseminates to the public information concerning campaign finance by posting anything new/interesting on our website under “What’s New,” publishing biannual newsletters, and e-blasting, tweeting, and posting on Facebook. New laws, legislation, guidance, updates to the guidebooks and manuals, updates to the electronic filing systems, and new forms are examples of what the Commission e-blasts, tweets, and posts.

Explore and implement improvements to the Commission’s online presence and other media applications to provide the public with campaign finance committee data and information. The Commission continues to promote its searchable database, data visualization applications, candidate committee dashboard, and noncandidate committee dashboard which are available to anyone on the Commission’s website. The candidate committee and noncandidate committee data visualization applications permit viewers to see the data reported by over 700 committees in a more visually attractive, user-friendly, and dynamic way for a particular election period. These applications were conceived to provide greater transparency and accountability in political campaigns to enable the public to follow the money of candidate committees’ and noncandidate committees’ participation in Hawaii elections. The candidate and noncandidate committee dashboards further help the public (and committees) to see contributions and expenditures from candidates and/or noncandidate committees (including Super PACs) in a comparative format. For candidates, the format is arranged by office, party, and reporting period. For noncandidate committees, the format is arranged by noncandidate committee type (standard, ballot issue, independent expenditure, political party) and the area, scope, or jurisdiction of a noncandidate committee.

Further, at the close of each election, election data is compiled, sorted, analyzed, and summarized in charts, top 10 lists, and cost per vote. These election summaries are all available and posted on the Commission’s website under a designated link. Given staff shortages, staff will compile and post the 2022 election data in the next fiscal year.

- **One Year** - Continue to work and meet with ETS 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 ETS 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 – To explore, examine, and implement technological advances and capacities to improve access, reduce paperwork, and increase compliance.

- **Past Year Accomplishments**

Increase the Commission’s capability to process and analyze reported data.

During this period, the Commission continued its work with ETS on a rewrite of the Commission’s electronic filing systems using a new code generator software called ScriptCase which is a replacement to CodeCharge currently being used by ETS. This new software allows ETS to rewrite the filing systems in the most current version of the PHP language and enhance some of the system’s features such as creating a single data entry point for entering transactions into our schedules, auto filling names when data is entered, and allowing Commission staff to add reporting deadlines to reporting schedules based on a candidate or noncandidate committee's reporting track.

During this fiscal year, the Commission completed the rewrite of the candidate filing system in time for the 2022 election and continued work on the rewrite of the noncandidate committee system to be completed before the 2024 election.

The Commission continues to rely on its searchable database to run queries on various campaign finance issues. Providing a searchable database to the public is a statutory mandate so to comply with this, the Commission has posted its candidate and noncandidate committee datasets on the State’s open data platform provided by Socrata since 2012. Furthermore, as a result of the State phasing out the Socrata contract in August 2020 and switching to OpenGov which is the new provider of the State’s open data platform, the Commission also added its candidate and noncandidate committee datasets (searchable database) to this new site which it did with the launch of the OpenGov site on May 13, 2020.

The Commission continues to work with Socrata under its own contract to host its datasets on the Commission’s designated open data site which provides data to its dashboards through the 2024 election, and has completed the redevelopment of

these dashboards on the OpenGov platform during this fiscal year as a contingency for the future of our dashboards.

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 ETS and as a result has benefitted from their expertise and assistance in scaling and maximizing our hardware/software applications.

The Commission continues its employment of eSign forms for committees to use as an additional and alternative way to submit forms. The tool was made available through ETS' commitment to employ new technology to improve government efficiency, services, and communication. The success of eSign is tremendous especially given the COVID-19 pandemic. During the reporting period, we have received and processed 1,129 eSign documents.

Effective January 2018, the Commission extended an alternative payment method for those committees fined to achieve a higher level of compliance and offer better convenience to the committees. Specifically, committees who were assessed an administrative fine were informed that they would have the option to pay their fine not only by check, money order, or cash, but with a credit card online via PayPal using their PayPal account or a guest account. The committees were informed that there would be no fee to use this alternative option and that the Commission opted to absorb the fee of 3.49% of the total payment plus \$0.49. The Commission however noted that if at any point in time the Commission was unable to afford these fees or the fees were approaching the state procurement threshold, it would notify the committees that it would have to stop accepting online payments. During this fiscal year, the Commission received 222 payments via PayPal totaling \$56,785, which included payments for administrative fines and escheats.

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. 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** – Update guidebooks, manuals, and cyber learning videos. Continue to work closely with the Office of Elections concerning certification of elected officials. Renew our instructor certification with Board of Accountancy.

- **Two Year/Five Year** – Explore other avenues for training and disseminating information.

E. Goal – To obtain compliance with campaign finance laws and rules through enforcement actions.

- **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. As such, the Commission has been invoking administrative fines pursuant to HRS §11-410(a) as a means to take a stronger punitive stance to those committees who completely fail to file reports by the statutory deadline or violate campaign finance laws. The Commission further finds that there are some candidate and noncandidate committees who do not comply with Commission orders when a campaign finance violation has been determined. To this extent, the Attorney General's Office – Civil Recoveries Division has been assisting the Commission to obtain judicial enforcement of Commission orders. There were 14 referrals this fiscal year to the Civil Recoveries Division.

The Commission filed 73 complaints this fiscal year (an election year) which resulted in a total of \$33,367.43 in assessed administrative fines. Of the total amount of fines assessed, \$15,239.26 was collected due to 31 committees failing to pay resulting in a referral to the Attorney General's Office – Civil Recoveries Division (14 committees aggregating \$11,867.23 in uncollected fines) or the Commission putting them on inactive status because the Commission's order was undeliverable (17 committees aggregating \$6,060.94 in uncollected fines). A summary of the complaints and their disposition are as follows:

- 53 complaints yielded a preliminary determination of a campaign finance violation resulting in \$25,942.43 in assessed administrative fines for late/unfiled report violations;
- 6 complaints yielded a preliminary determination of a campaign finance violation resulting in \$725 in assessed administrative fines for Organizational Report violations;
- 1 complaint yielded a preliminary determination of a campaign finance violation resulting in \$1,000 in assessed administrative fines for the prohibited use of information contained in campaign finance reports;
- 1 complaint yielded a preliminary determination of a campaign finance violation resulting in \$25 in assessed administrative fines for filing a late fundraiser notice;
- 1 complaint yielded a preliminary determination of a campaign finance violation resulting in \$25 in assessed administrative fines for an advertisement missing a disclaimer;
- 1 complaint yielded a preliminary determination of a campaign finance violation resulting in \$1,000 in assessed administrative fines for failing to report expenditures;

- 1 complaint yielded a preliminary determination of a campaign finance violation resulting in \$3,000 in assessed administrative fines for prohibited government contractor contributions;
- 2 complaints were referred for criminal prosecution for failing to file a report and filing 23 false reports – the former resulted in a deferred acceptance of no contest plea in August 2023 and the latter is pending review by the prosecuting authority;
- 3 complaints were deferred and later dismissed due to eligibility and approval of a conciliation agreement concerning late report violations;
- 3 complaints were withdrawn or dismissed due to compliance in paying the administrative fine concerning late report violations.

In addition to the aforementioned complaints, 2 third-party complaints were filed in FY 2022 alleging a candidate and Super PAC coordinated activities in connection with two advertisements and sought prosecution as a remedy. The complaints were heard at a Commission meeting in January 2023 and resulted in a preliminary determination of a campaign finance violation resulting in the following fines and escheats. For one of the advertisements, the Commission found coordination, and thus, the Super PAC had exceeded the contribution limit of the candidate committee by \$24,157.20. As such, this excess was ordered to be escheated by the candidate committee, and a fine of \$1,000 was assessed against the Super PAC. Further, because coordination was found, the Super PAC lost its Super PAC status, and thus, 3 contributions were deemed to have exceeded the \$1,000 contribution limit for noncandidate committees who are not Super PACs. Specifically, from 3 contributors, an excess contribution was found and a corresponding fine amount was assessed as follows: (1) \$29,000 excess contribution or escheat and a \$1,000 fine; (2) \$4,000 excess contribution or escheat and a \$750 fine; and (3) \$6,000 excess contribution or escheat and a \$1,000 fine. The candidate committee paid a \$1,000 fine and escheated the balance of their campaign funds in the amount of \$3,783.71. The Commission was unable to obtain payment of the remaining escheats and fines as the Super PAC and contributors were unable to be located. Notably, a request for a contested case hearing for these decisions was sought in June 2023 and resulted in a dismissal due to lack of jurisdiction in July 2023. As such, the Commission's preliminary determination of a campaign finance violation became a final order.

Pursuant to Hawaii Administrative Rules (“HAR”) §3-160-73(d), this annual report is the means in which the Commission reports the amount of fines paid by persons thereby furthering the dissemination of information concerning the penalties. This rule also requires that the Commission adopt a Schedule of Fines for violations which is posted on the Commission's website and is referred to in all fine letters to the committees.

Seek enforcement of the campaign finance laws and rules against violators.

During this fiscal year, a total of \$63,441.17 was assessed in administrative fines via fine letters and \$12,613.35 was escheated to the HECF due to campaign finance violations. There were 60 conciliation agreements resulting in reduced fines totaling \$7,654.72. Except for 2 conciliation agreements which concerned

excess contributions, the remaining 58 concerned the late filing of reports. Two (2) agreements resulted in a complaint due to respondents failing to comply with the terms of the conciliation agreement.

Most of the campaign finance violations were a result of late or unfiled reports. Specifically, there were 148 late or unfiled reports that did not involve a conciliation agreement or complaint for a total of \$42,541.17 in assessed administrative fines. There were a total of 112 candidate committees who failed to timely file 113 reports and 35 noncandidate committees who failed to timely file 35 reports.

Other campaign finance violations that occurred during this period include:

- 20 failure to file the Electronic Filing Form and/or amend the Organizational Report resulting in \$2,525 in fines;
- 14 late or unfiled fundraiser notices resulting in \$700 in fines;
- 25 from 12 committees for insufficient advertisement disclaimers resulting in \$1,200 in fines;
- 11 from 9 committees for prohibited expenditures resulting in \$3,200 in fines;
- 8 from 7 committees for excess contributions resulting in \$2,400 in fines;
- 28 from 5 committees for failure to report contributions and expenditures resulting in \$7,250 in fines;
- 3 late filed electioneering communications statements resulting in \$750 in fines;
- 2 exceeding the expenditure limit resulting in \$1,000 in fines;
- 7 from 1 committee for failure to timely deposit contributions resulting in a \$175 fine; and
- 1 failure to report contributions resulting in a \$250 fine.

With respect to campaign finance violations involving escheats during this period, they include:

- 1 excess nonresident contributions resulting in a \$320.94 escheat; and
- 8 excess contributions to candidate committees resulting in \$12,292.41 in escheats.

Of notable interest is that an additional \$177,466.05 was voluntarily escheated to the HECF from various candidate committees as a result of candidate committees self-enforcement of violations (i.e., anonymous contributions and excess contributions), escheating surplus funds to terminate their committee registration, and electing not to keep past/current contributions from recently indicted contributors Milton Choy, Martin Kao, Dennis Mitsunaga, Terri Otani, and Lois Mitsunaga.

- **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 – To ensure organizational and institutional sustainability.

- **Past Year Accomplishments**

Monitor funding and develop proposals to stabilize funding as needed. The Commission's beginning balance at the close of fiscal year 2022 was \$1,687,121.83. In fiscal year 2023, a total of \$314,720.74 in revenue was realized (i.e., \$91,050 in tax check-offs; \$190,079.40 in escheats of excess, false name, surplus, and anonymous contributions; \$32,951.73 in interest including \$1,186.80 from the prior fiscal year; \$4.10 in copies; and, \$635.51 in refunds and reimbursements from prior fiscal year expenditures) and a total of \$71,956.90 in expenditures was incurred (i.e., \$71,878.29 in public funds and \$78.61 in PayPal fees for escheat payments), thereby closing fiscal year 2023 with a balance of \$1,929,885.67 which is a \$242,763.84 increase from the last fiscal year.

Notably, this was the 6th fiscal year that the Commission's operating expenses including salaries and administrative expenses were general funded. It is expected that this will permit HECF trust funds to replenish and provide a healthier base to pay for public funding for qualified candidates in the upcoming elections. That said, it was a challenging year for the Commission when the Governor restricted spending for all departments and agencies. However, the Commission was able to successfully seek an exemption from the budgetary restrictions thereby permitting it to use most of the funds allocated for this fiscal year. Moving forward, budgets are likely to be severely restricted and reduced as a result of the impact COVID-19 has as well as recent events such as the 2023 Maui wildfires on the State of Hawaii.

Provide Commissioner and staff development. Commissioners are regularly updated on any new or developing issues and provided information from annual COGEL conferences. This year's COGEL conference in December 2022 was held in Montreal, Canada, and was attended by Chair Stan Lum, Vice-Chair Neal Herbert, Executive Director Kristin Izumi-Nitao, and General Counsel Gary Kam.

In July 2022, Executive Director Izumi-Nitao was invited to participate at a meeting in Albuquerque, New Mexico, to meet other jurisdictions who administered public funding programs. Further, in September 2022, she was invited to speak on a panel at the PLI Corporate Political Activities conference in Washington, D.C. on Hawaii's campaign finance law. Lastly, she was on the COGEL Program Committee to plan the December 2022 conference and continues in this role in preparation for the 2023 conference in Kansas City, Missouri.

Associate Director Baldomero continues to participate in the annual Digital Summit which is sponsored by ETS and brings together state and county agencies to address technological advances and considerations.

One new Commissioner was appointed this year, David Chee, who took was appointed by Governor Green when Commissioner Maryellen Markley resigned before her term ended. He was given an orientation by Commission staff on March 28, 2023.

Develop and implement plans for continuity of operations. The Commission is composed of five volunteers representing the general public who are appointed by the governor from a list of at least ten nominees submitted by the judicial council as well as five staff members. This fiscal year, the Commission lost its Administrative Assistant in January 2023 and its Election Assistant in May 2023. New assistants were hired in May and June 2023. The transition from trust fund to general funds operations continue to go smoothly.

Monitor compliance with the strategic plan and annually report to the Commission, committees, and the public. Records are organized and kept to satisfy this requirement internally. The annual report is typically prepared and presented in a public Sunshine meeting in the fall to the Commissioners for their consideration and approval. Once approved, the annual report is posted on the Commission's website.

- **One Year** – Monitor trust fund monies. Continue to add processes and procedures to each position binder to provide smoother transitions in the future.
- **Two Year/Five Year** – Monitor Commission operations to assess whether there are sufficient general funds to cover operating costs as well as trust funds to cover public funding. Implement, oversee, and annually report on the Commission's strategic plan.

IV. Performance Measures

- A. Customer Satisfaction measure – For the past 11 years, in September/October, the Commission invites candidates, committees, email subscribers, and the public to participate in an online survey to help the Commission evaluate and improve the effectiveness of operations and communications. The survey is divided into the following 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) compliance and enforcement; (5) public funding; (6) questions related to the HECF, Super PACs and independent expenditures; and (7) COVID-19 closure issues, as well as a general comment question. The results of the survey are assembled and shared with the Commission at a public meeting. Once presented, the survey is then posted on the Commission's website.
- B. Program Standard measure – The number of serious campaign spending law violations should decline as compliance increases as a result of the Commission's widely-publicized investigations, as training sessions increase, as enforcement

remains proactive and stable, as public use of the Commission's website increases including employment of more user friendly tools such as graphics of the data contained in our electronic filing systems.

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

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

January 2024

Program ID/Title: AGS 879/OA Office of Elections

Contact Person/Phone: Scott Nago/(808)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 accessible to all members of the public. We foresee continued use of the Internet and print and electronic media to provide voting information and reduce election mis- and dis-information.

Act 115, SLH 2023 requires our office to compile and publish a digital voter information guide to include statements from candidates, explanations of ballot questions from the Department of the Attorney General and County Corporation Counsels, and voting information.

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

We strive to increase accessibility of information through our office website. We will continue to post election reports, results, and other pertinent information at elections.hawaii.gov. Beginning with the 2024 Elections, our office will make election maps available by State Senate and State House district.

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

The Reapportionment Commission convened in 2021. 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 provides 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 Boards of Registration

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

H. Provide support to the Statewide Elections Accessibility Needs Advisory Committee

The office provides staff support to the Statewide Elections Accessibility Needs Advisory Committee. The purpose of the Committee is to ensure equal and independent access to voter registration, casting of ballots, and all other Office of Elections services. Further, the office reviews and considers recommendations made by this Committee to improve on the administration of elections.

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

This includes, but not limited to, the Help America Vote Act (HAVA), Voting Rights 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 (FY2023)

1. 2022 Elections. Our office conducted the 2022 Primary and General Elections, serving over 860,000 registered voters. Turnout for the 2022 Elections had the greatest number of voters for a midterm election cycle in Hawaii.
2. Voter Education. Returned to attending in-person community events to provide voter registration and connect with voters. We also returned to having in-person voter education presentations.

B. One-Year (FY2024)

1. To prepare for the 2024 Elections including conducting candidate filing.
2. To continue to improve the user experience for voters using the electronic ballot to provide a secure and simple process allowing them to vote on their personal compatible device..
3. To prepare to publish a digital voter information guide for the 2024 Primary and General Elections.
- 4.

C. Two-Year (as of June 30, 2026)

1. To be conducting the 2026 Primary and General Elections.
2. To address election security and public confidence in election services.
3. To have improved our voter education and awareness campaign, including participation in the FutureHIvoter program for high school students.

D. Five Years (as of June 30, 2029)

1. To have conducted, reviewed and evaluated the 2026 Elections.
2. To have assessed and implemented new procedures for the 2028 Elections.
3. To improve election administration related to the Statewide Voter Registration System.
4. To have procured a voting and vote counting system for the 2028 Elections.

IV. Performance Measures

A. Customer Satisfaction Measure

The number of election 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 for each election.

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 2024

Program ID/Title: AGS-891/Enhanced 911 Board

Contact Person/Phone No.: Royce Murakami / 808-586-0630

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) to provide enhanced 9-1-1 service for public access as stated in Act 168, SLH 2011 signed into law by the Governor June 27, 2011.

II. Objectives and Policies

The Board's objective is to administer the monthly 9-1-1 surcharge collection to ensure adequate funding to deploy and sustain enhanced 9-1-1 service and develop and fund new and emerging enhanced 9-1-1 technology. The Enhanced 9-1-1 Fund (the Fund) disbursements 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 according 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 Board's goals and objectives.

A. Past Year Accomplishments (FY 2023)

1. The Board collected revenues totaling \$12,611,338
 - a. \$11,379,693 – Enhanced 911 Surcharge Collected
 - c. \$1,231,644 Interest Revenue

2. The Board incurred expenditures and encumbrances totaling \$8,189,417
 - a. \$7,214,760 PSAP Reimbursements.
 - b. \$736,400 Department of Budget and Finance Special Fund Assessments.
 - c. \$215,409 Payroll.
 - d. \$22,848 Other Board Administrative Expenses.

3. The Board developed and implemented an FY 2024-28 Strategic Budget Plan for the Enhanced 9-1-1 Fund.

The Board completed the annual Independent CPA audit of the Enhanced 911 Fund for FY 2022 and is currently in the process of procuring a new auditor to conduct the audit of FY 2023.

6. 5. Winbourne Consulting LLC submitted all Deliverables to the Board regarding NG 9-1-1 State Plan. PSAPs are currently in the process of creating an RFP (Request for Proposal) for Next Generation 9-1-1 Services. Next Generation 9-1-1 is the future framework for 9-1-1 call delivery, an opportunity to upgrade the ability for people in distress to use modern technology and send data such as text messages and photos to help first responders more quickly locate people in need. Enhanced 911 Board is in the process of moving the Enhanced 911 Fund from First Hawaiian Bank to Central Pacific Bank. Decision was made by the Board due to increased securities and features offered by Central Pacific Bank.

B. Year 1 (2024)

1. The Board will continue to monitor and revise the 5-year Strategic Budget Plan through FY2028 as needed.
2. The Board will continue to assist PSAPs in planning and facilitating current and future emerging technologies advancements and training of personnel.
3. The Board is in the process of submitting amendments to Chapter 138 HRS to the legislature to ensure PSAPs are able to receive funding for Next Generation 9-1-1 and any future technologies.
4. The Board will continue to promote educational outreach programs in order to educate the public on all 9-1-1 services that are available to the public to utilize.
5. The Board will move forward with the Next Generation 9-1-1 State Plan by the end of FY 2024-2025.
6. The Board will plan and prepare for the successful completion of the annual CPA audit. Currently in the process of procuring a new auditor to conduct FY 2023 audit.

C. Two Years (2025-2026)

1. The Board will continue to provide PSAP and WSP reimbursements from the 9-1-1 Fund to provide technical functionality for statewide Next Generation 9-1-1 services.
2. The Board will evaluate the long-term financial needs and recommend necessary adjustments to the Fund and the monthly surcharge fee to the legislature. In FY 2026 the Board will recommend a permanent ceiling increase due to increase of recurring maintenance costs of the PSAPs. Changes in legislation to include prepaid wireless charges will need to be researched and considered as cost for new and emerging technology increases.
3. The Board will assist the PSAPs in planning and facilitating current and future technological advances to modernize and improve 9-1-1 services for the State of Hawaii.
4. The Board will monitor and revise the current and future 5-Year Strategic Budget Plan as needed.

D. Five Years (2024 to 2028)

1. The Board will continue to provide PSAP and WSP reimbursements from the 9-1-1 Fund to provide technical functionality for statewide Next Generation 9-1-1 services.
2. The Board will continue to evaluate its long-term financial needs and make recommendations to the legislature on necessary adjustments to the Fund and the monthly surcharge fee.
3. The Board will continue to monitor and revise the 5-Year Strategic Budget Plan from FYs 2024 through 2028.
4. The Board will continue to assist PSAPs in planning and facilitating current and future technological advances to modernize and improve 9-1-1 services for the State of Hawaii.
5. The Board will plan and prepare for the successful completion of the annual CPA audits.
6. The Board will complete the transition to Next Generation 9-1-1 for all Primary and Secondary PSAPs.

IV. Performance Measures

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

- A. Number of Wireless/VoIP/Wireline 911 calls to County PSAPs.
- B. Number of Public Educational Outreach Programs During the Fiscal Year.
- C. Percent of E911 Funds Disbursed for New Technology for PSAPs.

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

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

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

January 2024

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

Contact Person/Phone No.: Cassandra Toyofuku/(808)586-0696

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 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 biennium budget documents for the fiscal biennium 2023-2025.
 - e. Continued utilizing the purchasing card (pCard) program from Bank of America along with the various reporting tools provided to monitor department pCard usage by all eligible divisions, staff offices, district offices, and attached agencies. For FY 23, average monthly pCard purchase transactions represented 52% (or approximately 782 purchase transactions per month) of total purchase transactions.
 - f. Payroll personnel continued to fine-tune procedures and business practices to develop internal departmental payroll processes and training materials in the new environment while continuing to work with department stakeholders such as Accounting and ETS on resolving various recurring and known transaction issues.
 - g. Staff participated in the business process development activities for the new Enterprise Financial System.
 - h. Replaced and trained key personnel capably and efficiently to ensure a smooth transition for succession planning.
 - i. Staff continued to provide DAGS ASO Fiscal Orientation sessions that continued to be updated and geared towards new employees to DAGS to provide guidance on fiscal resources and support to programs. For programs with high staff turnover, DAGS ASO provided them with the option to have both new and existing staff attend various fiscal training scheduled as needed and upon request by programs.
2. Personnel Office
- a. Prioritized and processed personnel transactions so employees received proper compensation, benefits, and other employment services. Processed collective bargaining pay adjustments and shortage differential (new) for incumbents in Building Construction Inspector (BCI) positions.
 - b. Attended five (5) career fairs with two (2) more committed for this year. Programs have filled several key and/or long-standing vacancies in the Central Services Division, Hawaii District Office, Public Works Division, and E911. Assisted the Public Works Division in requesting for the WikiWiki Engineer Program, which opened for all departments in October 2023.

Implemented a new shortage differential (developed and approved by DHRD) for the BCI series to help with recruitment efforts.

- c. Finished backlog of investigations from 2021 and 2022. Procured three (3) investigation services and assisted a division in procuring two (2) investigation services; currently working on procuring four (4) more investigations using a different procurement method. Co-investigating a complaint with another department. Provided investigation training for the Central Services Division building managers. Consultation with the union on Automotive Management Division's E-bike pilot program. Investigated and responded to an EEOC complaint.
 - d. Collected and submitted DAGS' annual Occupational Safety and Health Administration Report; annual background check for CDL employees. Completed two (2) TDI appeals hearings (backlogged); one affirmed denial of benefits and second still pending DLIR decision. Completed 25 FMLA, 6 TDI, and 2 Leave Share requests this year. Collected and reviewed/corrected department's THP Worksheet data collection. Procured SAP services and built a good working relationship with the SAP in addressing issues resulting from drug and alcohol testing.
 - e. Completed DAGS' portion of testing for transfer of PTI Stadium Authority positions from DAGS to DBEDT via mass update. Transacted the shortage differential (new) on BCI positions in the department. Completed consultation on three (3) reorganizations; one pending consultation; four (4) other reorganizations in various phases.
 - f. Collected and compiled Quarterly Staffing Reports to the Department of Budget & Finance; Annual Vacation and Sick Leave Accruals to DAGS-Accounting Division; annual IT security survey; coordinated newly mandated State Ethics training and continue to increase completion rate; coordinated and logged DAT training for employees without access to computers.
3. Systems and Procedures Office
- a. Worked on data processing requests in support of the department's technology requirements.

- b. Maintained the departmental computer network endpoints between offices on Oahu, Hawaii, Maui and Kauai and worked to fix any degradation in connectivity.
- c. Maintained departmental mainframe computer jobs and resolved any job abends.
- d. Installed and administered computer security and management software on endpoints to allow for remote threat detection and resolution. This included the installation of Sentinel One for malware protection and Bitlocker to encrypt the disks in DAGS laptops to limit data loss in the event a laptop is lost or stolen.
- e. Assisted the DAGS Automotive Management Division (AMD) with implementing new motor pool vehicle rental rates within the AMD electronic billing system.
- f. Redesigned and implemented the DAGS Journal Voucher System from a Java application to a web-based system which enables offices to create and track journal vouchers.
- g. Redesigned and implemented the departmental Purchase Order System from a legacy IBM iSeries mini-computer application to a web-based PC system with electronic PDF forms. This new system was distributed to Public Works, Central Services and neighbor island offices.
- h. Redesigned and implemented the Public Works Project Cost System from a legacy mainframe computer application to a web-based system which allows the Public Works Division to better track project costs.
- i. Created a web-based Information Technology Service Request System to replace the use of paper forms. This system provides departmental users with an easier way to submit and track their technology service requests.
- j. Setup kiosk computers and Microsoft 365 accounts to allow DAGS staff, who do not use computers as part of their normal duties, to access the Hawaii Information Portal (HIP) and DHRD Training System.

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 timely 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. In preparation for the implementation of the Enterprise Financial System modernization project, staff to participate in providing input and feedback on departmental business workflows and processes.
 - e. In-house staff to perform internal controls and pre-auditing for procurement compliance, and provide operational research and program review/evaluation.
 - f. The continuation of a comprehensive in-house staff training program to improve its operations and to provide training skills for the supervisors.
 - g. The continuation of efforts to utilize electronic formats for document storage and retrieval; replace paper-intensive processes where appropriate.
2. Personnel Office
 - a. Continue to process personnel transactions on a timely basis to meet the needs of employees and programs. Due to office staffing, prioritizing will need to be done causing some transactions to be delayed.
 - 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. Continue to update employment notices on employee bulletin boards.

- 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 recruit to fill Personnel Office vacancies; there are currently four (4) vacancies. Once all positions are filled, focus on training and cross training for coverage providing opportunities for staff to learn other human resources functional areas.
- e. Document and organize paper and electronic files for more efficient searching; archive or destroy paper and electronic files according to the Records Retention Schedule.
- f. Review and update internal forms to capture information that will allow better processing of program requests.
- g. Transaction (1) position continues to be half-funded in FY24; the Personnel Office will monitor their FY 25 request for full year funding.

3. Systems and Procedures Office

- a. Continue to work on data processing requests in a timely manner to support the department's technology requirements.
- b. Continue to maintain the departmental computer network endpoints between offices on Oahu, Hawaii, Maui and Kauai.
- c. Continue to maintain the departmental mainframe computer jobs and resolve any job abends.
- d. Continue to install and administer computer security and management software on endpoints to allow for remote threat detection and resolution.
- e. Redesign of the Automotive Management Division's Parking Control and Motor Pool computer application systems currently residing on the legacy IBM iSeries mini-computer to be a web-based application residing on a PC server.
- f. Redesign the departmental 1099 Reporting System from legacy mainframe and IBM iSeries mini-computer application to a web-based PC server application system with laser printed 1099 forms.

- g. Provide technical support for the department as the new statewide Enterprise Financial System (EFS) is being phased into production.
- h. Redesign the departmental Petty Cash System from a legacy IBM iSeries mini-computer application to a web-based PC server application system.
- i. Upgrade production web and proxy server hardware to provide faster response times and more processing power for enhanced applications.

C. Year 2

- 1. Administrative Services Office - Continuation of items a to e in Year 1.
- 2. Personnel Office – Continuation of items a to f in Year 1. Additionally, develop training materials and provide training for department staff in interview instruments, conducting investigations, and extended leaves (FMLA, HFLL, etc.). Develop succession planning.
- 3. Systems and Procedures Office – Continuation of items a to g in Year 1

D. Year 5

- 1. Administrative Services Office – Continuation of items a to e in Year 1.
- 2. Personnel Office – Continuation of items a to f in Year 1 and additional item in Year 2.
- 3. Systems and Procedures Office – Continuation of items a to i in Year 1
 - a. Retire all DAGS mainframe systems that are replaced by the statewide Enterprise Financial System (EFS).

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. Number of Request for Personnel Actions (classification and recruitment) received and processed. Number of transactions processed. Number of complaints, grievances, investigations, and needs improvement performance evaluations assisted with and/or conducted. Number of work-related accidents/injuries, reasonable accommodation, W/C, light duty and RTWPP cases filed.
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.

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 – Increase training resources for staff with any savings. Specialized training, fees, or services to be paid by the requesting program. Normal office expenditures should not exceed budgeted 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 2024

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

Contact Person/Phone: Roger Ross/(808)974-6400(Hawaii)
Eric Agena/(808)274-3033(Kauai)
Jeff Pearson/(808)873-3504(Maui)

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 August 12, 2015. The indicators are as follows:

1. Percent of outstanding work orders versus three (3) weeks of incoming work orders with a target of less than 100%.
2. Emergency Work Orders Objective: greater than 90% responded within two (2) hours during working hours.
3. T-calls: greater than 90% of T-calls responded within forty-eight (48) hours (excluding weekends).
4. Four (4) month old work orders: greater than 90% of regular work orders less than four (4) months old.
5. The performance objectives outlined above are based on the following assumptions:
 - a. The “roles and responsibilities” outlined in Appendix A of the SLA are adhered to by all parties.
 - b. DAGS is not required to perform in-house major R&M or staff contract projects during this time period.

- b. Number of emergency, t-calls and regular Work Orders received during any time period are similar to average historic number of Work Orders received during same time period.
 - c. Sufficient funds are available to purchase materials and supplies, hire contractors.
 6. Monitor U fund expenditures and adjust U fund budget amounts as necessary.
 7. Continue the cycle maintenance program at schools.
 8. 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.
 - C. Utilize and update the DOE repair and maintenance project backlog in the DOE CIP Project Tracking system.
 - D. Reduce accidents and injuries by providing safety equipment and training to employees.
 - E. Promote the use of modern tools and procedures to maximize worker productivity and efficiency.
 - F. Replace computer hardware and software as needed to prevent obsolescence as funds permit.
 - G. Reduce the number of outstanding minor repair work orders.
 - H. Work to maximize limited program funds. Obtain the best values when purchasing services, materials, and supplies. Work overtime at distant locations such as Hana to avoid or minimize consecutive trips.
- III. Action Plan and Timetable
- A. Past Years Accomplishments

The past year saw continued significant challenges with numerous key vacancies and a lack of qualified applicants. Despite those challenges the

neighbor island program as a whole has generally managed to meet the goals and objectives contained in the SLA. The neighbor islands continued to assist the DOE in working with the Hawaii 3Rs (Repair, Remodel, and Restore) program to address various repair and maintenance needs at the schools. The program also continued to assist the DOE with the implementation of the Job Order Contracting (JOC) and Pre-qualified Small Contractors (PSC) project delivery methods to help increase the efficiency and expediency of completing larger projects at the public schools. The August 8, 2023 Lahaina Fire has placed a huge strain on all of Maui, with DAGS supporting our Maui Ohana and Maui DOE. This support effort will continue well into the future. On Kauai, a new Plumber I position that was approved by the legislature has been established and is currently in recruitment. This position provides critical support to the plumbing needs in the district, and once filled, will greatly enhance the in-house plumbing capabilities and response times for the island.

B. Year One

The program will continue to concentrate on accomplishing and refining objectives A through H, listed above. Recruitments have been ongoing to fill the numerous vacancies in all districts as soon as possible. Still of concern is Maui District where vacancies remain in the positions of the heads of the Public Works and Central Services branches for the district. All four Building Construction Inspector II positions in Maui District were also vacant for most of the year so will continue to focus on recruitment efforts. A shortage differential has been put in place for those positions, which will hopefully assist in recruitment and retention.. The program will work to support the district by drawing upon the resources of other districts and branches within DAGS until the vacancies are filled. The District Engineer position for Hawaii District has been recently vacated, and Hawaii District also has a vacant Central Services branch Engineer V position that has been experiencing recruitment challenges. This strains the program as a whole, but the primary focus will be to meet the indicators set forth in the SLA. Hawaii District also has three Building Construction Inspector II and one Building Construction Inspector III positions vacant. The shortage differential that has been put in place for those positions will hopefully assist in recruitment and retention. Additionally, there are numerous trade and key administrative vacancies with continuing efforts to recruit and fill in all three districts; the challenge is obtaining qualified applicants. Recruitment efforts will continue in order to fill all vacancies. There are continuing efforts to keep the number of backlogged work orders to a minimum. The program will continue to work with DOE representatives to assure that work performed is prioritized appropriately at the district level to ensure that essential needs are met. The program will also continue to assist the DOE in working

with Hawaii 3Rs and in implementing JOC to meet the needs of the schools.

C. Year Two through Five

The program will continue with any unfinished objectives and any new initiatives that may be identified, with additional emphasis made on planning and prioritization due to the impacts of the catastrophic wildfires on Maui. The indicators outlined in the SLA will continue to be used to measure the progress towards achieving the program goals and objectives. The program will also continue to support the DOE through implementation of JOC, PSC, and working with Hawaii 3Rs.

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 the SLA and be amended if necessary. Feedback will be obtained from schools with regards 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 881 State Foundation on Culture and the Arts Incl.
King Kamehameha Celebration Commission

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

January 2024

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

Contact Person/Phone: Karen Ewald, Executive Director/(808)586-0300

I. Goals

The State Foundation on Culture and the Arts (SFCA) goals are outlined in our current Strategic Plan which includes strategic priorities, vision, mission and values. The plan is effective July 1, 2018 through June 30, 2024 as required by the agency's federal partnership with the National Endowment for the Arts (NEA). The priorities adopted are reflective of broad community input, SFCA Commissioners and staff. On September 20th, 2023, SFCA hired its ninth Executive Director. The agency is currently in the final year of the current plan and has hired Guild Consulting to facilitate and implement a new Strategic Plan that will guide the agency for the next five years. In implementing the plan's priorities and accompanying strategies, SFCA intends to strengthen existing programs and services, increase access to neighbor islands and underserved communities, examine legacy programs, look at best practices for policies and procedures, embrace a culture of transparency and accountability, and set and meet benchmarks that communicate our intentions clearly to our staff, partners, and the broader community.

Vision

We envision a thriving and vibrant Hawai'i enriched by culture and the arts.

Mission

Promote, perpetuate and preserve culture and the arts in Hawai'i.

Values

1. We celebrate and emphasize the cultural richness and diversity of Hawai'i.
2. We believe in equitable access, transparency, and community-based decision-making.
3. We share in the responsibility to perpetuate the Native Hawaiian culture and the arts.
4. We view art and cultural engagement as critical to the educational, economic, and social well-being of individuals, communities, and the State of Hawai'i.

II. Objectives and Policies (Strategic Priorities-per the 2018-2024 Strategic Plan)

1. CULTURE: Support, foster and celebrate the artistic expressions of Hawaii's diverse cultures and communities.
2. ENGAGEMENT: Enhance public engagement in culture and the arts.
3. EDUCATION: Strengthen arts education for all learners.

4. THE ARTS: Enrich the public sphere through the arts.

III. Action Plan with Timetable

- **Past Year Accomplishments (2023)**

Continued implementation of the SFCA 2019-2024 Strategic Plan

- CULTURE

- Continue Folk and Traditional Arts Apprentice Mentoring Culture Grants of Native Hawaiian cultural arts and practices that are unique to the state, such as ulana 'ie.
- Shared stories of Native Hawaiian creatives/practices/art through contemporary media: produced and distributed twelve videos celebrating Native Hawaiian creatives/practices/art. View these videos on the SFCA website: <https://sfca.hawaii.gov/art-in-public-places-program/>
- Built cultural capacity and public awareness of Native Hawaiian practices: 'ulana 'ie through Folk and Traditional Arts Apprentice Mentoring grant to Kumula'au Sing and Haunani Balino-Sing (project: "Nā Akua Ākea (The Vast and Numerous Deities", Hilo, Hawai'i Island). Read more about this project on page 9.
- Administered \$17,500,000 to the Hawai'i Museum of Natural and Culture History (Bishop Museum) and \$2,000,000 to the State of Hawai'i Museum of Monarchy History ('Iolani Palace).
- Awarded Cultural Preservation Grants to the State of Hawai'i Museum of Natural and Cultural History (Bishop Museum) and the State of Hawai'i Museum of Monarchy History (Iolani Palace).

ENGAGEMENT

- Brought back in-person museum programming, and increased attendance after COVID restrictions and closures.
 - Collaborated with Honolulu Theatre for Youth to produce "Under the Blue," an immersive art installation and sensory experience for young people with developmental differences.
 - Provided exhibition space for "Not All Backpacks Carry the Same Weight" art exhibit by Residential Youth Services and Empowerment (RYSE) and Moanalua High School's English Honors classes.

 - King Kamehameha Celebration Commission (KKCC) was contracted in support of engagement around the Kamehameha I sculptures in Kohala and Honolulu through the Kamehameha Day Celebrations. SFCA contracts annually for the conservation of these monuments. SFCA continues to provide administrative support to KKCC.
 - Partnered with the UH Outreach College in support of Statewide Cultural Extension Program (SCEP) which provides free outreach activities with culture and arts presentations statewide and open to the public in libraries, senior centers, prisons and public housing.
 - Biennium Grant category for Community Arts expanded to include Community Development, Arts and Healing, Pre-K Arts Education and Digital Media.
-

- Biennium Grants awarded 41 non-profit arts and cultural organizations in FY23
 - EDUCATION
 - Hosted a three-day Teaching Artists Institute at the State Art Museum, training 70 teaching artists from five islands.
 - Piloted Museum Without Walls programs, bringing arts education to non-school spaces.
 - Artists in the Schools program reached 124 schools statewide and 13,481 students in FY23.
 - Provided professional development for 46 teaching artists, 162 students and 82 classroom teachers statewide at the Teaching Institute.
 - Increased and diversified Teaching Artist Roster through new application process.
 - Developed Teaching Artist Mentor Program along with professional development opportunities.
 - Hosted the Annual Hawai'i Regional Scholastic Art Awards Exhibition and Young Artists of Hawai'i at the Hawaii State Art Museum (Capitol Modern).
 - Hosted the annual Poetry Out Loud Program with Hawaii Theatre for Youth with federal partner the NEA.
 - THE ARTS
 - Expanded Art at the Capitol programming to include panel discussions and Honolulu Triennial videos, performance art, spoken word, and a printmaking workshop with legislators.
 - Increased purchasing of works of art by Native Hawaiians. Acquired 71 works of art for the Art in Public Places (APP) Collection.
 - Opened five new exhibits at Capitol Modern.
 - Exhibition visits by Acquisition Award Selection Committees (AASC) continued and attended 23 exhibitions and selected works of art for the (APP) Collection virtually and in-person Hawai'i State Art Museum hired Wall-to-Wall Studios Inc. to rebrand HiSAM.
 - The coordination of SFCA's youth exhibitions *Scholastics* and *Young Artists of Hawai'i* in FY22 was awarded to The Native Imaginative, a Native Hawaiian owned organization based in Honolulu, Hawai'i.
 - APP's Museum Without Walls program (installation and rotation of works of art from the APP collection to State Buildings) remained in effect including rotations in the state capitol. Commissioned works of art initiated for the Wahiawa Civic Center.
 - Continued work for commissions for Kapi'olani Community College Culinary Arts building, University of Hawai'i West-Oahu Gateway and Women's Correctional Center in Kailua (Oahu).
 - Rebranded HiSAM (now Capitol Modern) to increase public awareness and engagement in the art Rollout of the campaign which happened in September 2023, and included wayfinding signage and new logo treatment.
-

A. One Year (2024)

Continue implementation of the SFCA 2019-2024 Strategic Plan. Awarded contract to Guild Consulting to develop a new Strategic Plan that will guide the agency through 2028.

Major organizational goals for 2024:

- Increase public awareness of the agency’s impact on the community statewide through its numerous programs.
- Host the 2024 Festival of the Pacific Arts and Culture at the Hawai‘i State Art Museum, setting the stage for the SFCA to expand future connections to communities in the Pacific Rim.
- Seek external grants to supplement traditional government funding.
- Collaborate with community organizations across the state to develop a new SFCA strategic plan.
- Work with Arts First Partners to implement new core standards in the Hawai‘i State Department of Education.
- Assist the Friends of the Hawai‘i State Art Museum in securing a vendor for the museum cafe.

• **CULTURE**

- Upon approval, will administer General Operating Grants to the State of Hawai‘i Museum of Natural and Cultural History (Bishop Museum) in the amount of \$7.5M with additional CIP Funds of \$10M and the State of Hawaii Museum of Monarchy History (Iolani Palace) \$2M.
- Build cultural capacity and public awareness for Native Hawaiian practices that are not robust, such as ulana ‘ie. Currently working with Ke Kumu Hawaii and the National Organization for Traditional Arts Exchange to oversee the administration of this program of ulana ‘ie. Fill open position for APS III Folk and Traditional Art Coordinator.
- Support areas for King Kamehameha Celebration Commission. Continue the Poet Laureate residency state-wide in partnership with Hawaiian Council for Humanities and Hawaii State Libraries.

• **ENGAGEMENT**

Continue to evaluate Biennium Grants Program and Application Processes to ensure accessibility to more culture and arts applicants from neighbor islands and underserved communities. Offer statewide Cultural Extension Program outreach to adults and children with services including unhoused, public housing, elderly and correctional facilities.

• **EDUCATION**

- Restructure and assess Museum Education Program . Continue to provide Museum tours and a virtual activity in the Sculpture Garden through an interactive tour titled ‘Imi Ā Loa‘a was created by the Honolulu Theatre for Youth. This free, family-friendly multi-media experience mixes elements of live performance, walking tour and digital gaming, bringing artwork to life.
 - Continue to increase and diversify Teaching Artist Roster.
-

- Work with the Arts First committee to find additional funds from private foundations to help implement the National Core Standards for the Arts within the Department of Education.
 - Continue the Teaching Artist Institute and Teaching Artist Mentor/Mentee program.
 - Assess partnership with the Hawaii Arts Alliance for Art Education and Advocacy work.
 - Host the Annual Hawai'i Regional Scholastic Art Awards Exhibition and Young Artists of Hawai'i at the Hawaii State Art Museum (Capitol Modern).
 - Present the annual Poetry Out Loud Program with Hawaii Theatre for Youth with federal partner the NEA.
- THE ARTS
 - Curate and open two new exhibits at Capitol Modern.

B. Two Years (2024)

SFCA will finalize the new Strategic Plan in the Fall of 2023/ FY24.

- CULTURE
 - Explore how to further engage cultural practitioners statewide.
 - Increase acquisition of works of art by Native Hawaiian artists.
 - Capitol Modern will be a host location for Festival of the Pacific Arts and Culture (FESTPAC), the world's largest celebration of indigenous Pacific Islanders.
 - Year three of the Poet Laureate Residency with programming on all islands.
 - Continue to support the King Kamehameha Celebration Commission (KKCC).
 - ENGAGEMENT
 - Annually increase SFCA's partnership with the Statewide Cultural Extension Program (SCEP) to reach underserved communities, including public housing and homeless shelter children and youth and corrections through in person and virtual experiences.
 - Finalize SFCA Strategic Plan with supporting Action Plan.
 - EDUCATION
 - Refine and evaluate Museum Education Program for greater impact with schools and students.
 - Expand opportunities for Teaching Artists who conduct arts residencies in the public and charter schools and are on the Artistic Teaching Partners Roster through Artists in the Schools (AITS) grants, museum education residencies and Artists in Residence (AIR).
 - Finalize implementation of the National Core Standards in partnership with Arts First and begin work on the next Continue work on the strategic plan for the Arts First Partnership.
-

- THE ARTS
 - Rebranding HiSAM to Capitol Modern should be fully integrated to increase public awareness and engagement in the arts. Finalize public programming and fundraising goals.
 - Assess and refine Collection database with additional web-based enhancements to the public art collection including virtual tours, artist interviews and real time location searchable public research database.
 - .
 - Increase the number of artworks acquired from venues and artists not previously supported.
 - Increase the number of venues where Art in Public Places works of art are exhibited including traveling, “pop-up” and experimental exhibition models.

C. Five Years (3-2028)

Implement the SFCA 2024-2028 Strategic Plan. Initiate work on the SFCA 2029-2033 Strategic Plan.

- CULTURE
 - Increase number of grants awarded to projects that encourage public awareness, access, appreciation, learning, participation, and preservation of Native Hawaiian cultural arts, practices, history and heritage.
 - Establish cohorts for cultural practices that are not robust, taught or shared in the living cultures in Hawai‘i.
 - Final term of the Poet Laureate Residency.
 - ENGAGEMENT
 - Annually increase SFCA’s partnership with the Statewide Cultural Extension Program (SCEP) to reach underserved communities, including public housing and homeless shelter children and youth and corrections.
 - Hold needs-sensing events in rural and underserved communities.
 - EDUCATION
 - Expand Artists in the Schools in public and charter schools with targeted numbers and permanent works of art to sites statewide and increased private support.
 - Expand Museum Education Program for greater impact with schools and students.
 - Establish professional development learning opportunities and apprenticeships.
 - THE ARTS
 - Promote the Arts in Hawai‘i with a strong online presence.
 - Partner with Hawaii Contemporary to present the Hawaii Triennial ’25 at Capitol Modern
-

IV. Performance Measures

- A. Customer Satisfaction measure** – Customers are the public (resident and visitor), artists and cultural practitioners, schoolchildren and arts educators, arts organizations and institutions, and state government agencies.
- Public art installations in state facilities
 - Grants and projects implemented in communities
 - Arts education residencies in schools and out-of-school (includes Poetry Out Loud and student exhibitions)
 - Professional development of arts educators and cultural practitioners
 - Access to arts and culture information – activities and opportunities both in-person and virtual platforms
 - Conduct visitor-based surveys
- B. Program Standard measure** - Assess effectiveness of strategic plan implementation through formal and facilitated benchmarking process. Align agency and grants projects with the strategic priorities, National Endowment for the Arts (NEA) goals for use of federal funds, and the ARTS FIRST Partners strategic plan. Assess competitiveness of federal partnership application based on panelist comments received from the NEA as well as an internal staff review to ensure quality of NEA partnership application. Participation with and research assistance from the National Assembly of State Arts Agencies for best practices for state arts agencies. The SFCA provides the NEA with federal descriptive reports, documenting use of federal funds and interpreting effectiveness.
- C. Cost Effectiveness measure** - Continue to provide programs and services capable of reaching a broad-based constituency; assess and effect the administrative and coordinating efficiency of staff to provide culture and arts program services; monitor audience and participant group attendance at SFCA supported/sponsored events; target specific underserved populations such as rural, incarcerated, immigrant and low income families, youth/students, older adult communities, and persons with disabilities. Provide NEA with federal descriptive reports, documenting use of grant funds.
-

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

January 2024

Program ID/Title: AGS-881/KA King Kamehameha Celebration Commission

Contact Person/Phone No.: Amy Hammond/586-0333/223-6040

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, Wailuku, & Kapa'a that celebrate Kamehameha's life and legacy, ensuring participants' and public safety.
- C. Ho'olaulea – to hold festivals in Honolulu, Hāwī, Kailua-Kona, Wailuku and Kapa'a that promote Hawaiian tradition, food, and culture.

III. Action Plan and Timetable

Past Year Accomplishments

- 1. Held 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.
- 2. Held Parades in Honolulu, Hāwī, Kailua-Kona, and Lahaina that celebrated Kamehameha's life and legacy.

3. Held Ho‘olaule‘a’s Honolulu, Hāwī, Kailua-Kona, Lahaina and Kapa‘a that promoted Hawaiian tradition, food, and culture.

A. Year 1

1. Work with already-established neighbor island celebrations and O‘ahu committees to coordinate statewide planning for 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.
2. Work with already-established neighbor island celebrations and O‘ahu committees to coordinate statewide planning for Parades in Honolulu, Hāwī, Kailua-Kona, Wailuku and Kaua‘i that celebrated Kamehameha’s life and legacy.
3. Work with already-established neighbor island celebrations and O‘ahu committees to coordinate statewide planning for Ho‘olaule‘a’s in Honolulu, Hāwī, Kailua-Kona, Wailuku and Kapa‘a that promoted Hawaiian tradition, food, and culture.
4. Seek sponsorship monies from private businesses and organizations to help fund celebration events on all islands.
5. Work closely with Festival of the Pacific to facilitate and highlight the island nations that attend the O‘ahu events incorporating them into the Lei Draping, Parade and Ho‘olaule‘a.

B. Year 2

1. Work with already-established neighbor island celebrations and O‘ahu Ho‘olaule‘a committee to coordinate statewide planning.
2. Seek sponsorship monies from private businesses and organizations to help fund celebration events on all islands.
3. Plan for the 108^h parade in 2025 in Honolulu.
4. Plan for the Lei Draping Ceremony in 2025 in Honolulu.

C. Year 5

1. Work with already-established neighbor island celebrations and O'ahu Ho'olaule'a committee to coordinate statewide planning.
2. Seek sponsorship monies from private businesses and organizations to help fund celebration events on all islands.
3. Plan for the parade in Honolulu.
4. Plan for the Lei Draping Ceremony in Honolulu.

IV. Performance Measures

A. Customer Satisfaction Measure

1. Percentage of general public surveyed for satisfaction. (Goal: 25)
1. Percentage of general public surveyed who were satisfied. (Goal: 100)
2. Percentage of vendors surveyed for satisfaction. (Goal: 100)
3. 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. Percentage (25% for each major island) of at least one event that will be held on each major Hawaiian island. (Goal: 100)

INDIVIDUAL RIGHTS

AGS 105 Enforcement of Information Practices

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

January 2024

Program ID/Title: AGS-105/RA Enforcement of Information Practices

Contact Person/Phone: Cheryl Kakazu Park/(808)586-1400

Goals, Objectives, and Action Plan

Pursuant to Act 100, SLH 1999, as amended by Act 154, SLH 2005, the state Office of Information Practices (OIP) presents its Goals, Objectives, and Action Plan for One, Two, and Five Years, including a report on its performance in meeting previously stated goals, objectives, and actions.

OIP's Mission Statement

“Ensuring open government while protecting individual privacy.”

I. Goals

OIP's primary goal is to fairly and reasonably construe and administer the UIPA and the Sunshine Law in order to achieve the common purpose of both laws, as follows:

In a democracy, the people are vested with the ultimate decision-making power. Government agencies exist to aid the people in the formation and conduct of public policy. Opening up the government processes to public scrutiny and participation is the only viable and reasonable method of protecting the public's interest. Therefore the legislature declares that it is the policy of this State that the formation and conduct of public policy—the discussions, deliberations, decisions, and action of government[al] agencies—shall be conducted as openly as possible.

With the passage of the Open Data Law, OIP adopted another goal to assist the Office of Enterprise Technology Services (ETS) to properly implement Hawaii's Open Data policy, which seeks to increase public awareness and electronic access to non-confidential and non-proprietary data and information available from State agencies; to enhance government transparency and accountability; to encourage public engagement; and to stimulate innovation with the development of new analyses or applications based on the public data made openly available by the State.

II. Objectives and Policies

- A. Legal Guidance and Assistance. Provide training and impartial assistance to members of the public and all State and county agencies to promote compliance with the UIPA and Sunshine Law.
1. Provide accessible training guides, audio/visual presentations, and other materials online at **oip.hawaii.gov** and supplement OIP's online training with customized training for State and county government entities.
 2. Provide prompt informal advice and assistance to members of the public and government agencies through OIP's Attorney of the Day (AOD) service.
 3. Adopt and revise administrative rules, as necessary.
- B. Investigations and Dispute Resolution. Assist the general public, conduct investigations, and provide a fair, neutral, and informal dispute resolution process as a free alternative to court actions filed under the UIPA and Sunshine Law, and resolve appeals under section 231-19.5(f), HRS, arising from the Department of Taxation's decisions concerning the disclosure of the text of written opinions.
1. Focus on reducing the age and number of OIP's backlog of formal cases in a manner that is fair to all requesters.
- C. Open Data. Assist ETS and encourage all State and county entities to increase government transparency and accountability by posting open data online, in accordance with the UIPA, Sunshine Law, and the State's Open Data Policy.
1. Post all of OIP's opinions, training materials, reports, and *What's New* communications at **oip.hawaii.gov**, which links to the State's open data portal at **data.hawaii.gov**.
 2. Encourage State and county agencies to electronically post appropriate data sets onto **data.hawaii.gov** and to use the UIPA Record Request Log to record and report their record requests.

D. Records Report System (RRS). Maintain the RRS and assist agencies in filing reports for the RRS with OIP.

1. Promote the use of the RRS to identify and distinguish private or confidential records from those that are clearly public and could be posted as open data on government websites.

E. Legislation and Lawsuits. Monitor legislative measures and lawsuits involving the UIPA and Sunshine Law and provide impartial, objective information and assistance to the Legislature regarding legislative proposals.

1. Provide testimony, legislative proposals, reports, or legal intervention, as may be necessary, to uphold the requirements and common purpose of the UIPA and Sunshine Law.

III. Action Plan with Timetable

A. Legal Guidance and Assistance

1. Past Year Accomplishments

- a. OIP received legislative approval and funding in the State's operating budget for fiscal biennium 2024-2025 to establish and fill two new permanent positions, effective July 1, 2023.
- b. OIP received 1,416 total requests for assistance in FY 2023, 97% (1,374) of which were resolved in the same fiscal year, and 90% of which (1,275) were informal requests typically resolved the same day through OIP's AOD service.
- c. OIP resolved over 70% (99) of the 141 new formal cases filed in FY 2023 in the same year.
- d. OIP wrote 13 formal and informal opinions.
- e. OIP provided additional updates to its online training materials to reflect the new remote meeting provisions of the Sunshine Law that were passed during the 2023 legislative session.
- f. OIP responded to SCR 192, SLH 2022, by convening a Working Group, keeping the public informed via a new webpage on OIP's webpage on OIP's website, and providing the

Working Group's report and legislative proposal to the 2023 Legislature regarding a new statutory exception to the UIPA that would improve government decision-making.

2. Year 1 Action Plan

- a. Expeditiously receive approvals to establish and hire, and then train the two new positions authorized by the Legislature in Act 164, SLH 2023.
- b. Continue to promptly provide informal guidance through OIP's AOD service, so that approximately 90% of requests for OIP's assistance can be timely answered or resolved within one workday, which promotes compliance with the law and helps to prevent disputes from escalating to formal complaints.
- c. Create a new Senate Concurrent Resolution (SCR) 192 webpage at oip.hawaii.gov to keep the government agencies and the general public informed of the efforts of the Working Group convened in July 2022 pursuant to SCR 192 to develop a new statutory exception to the UIPA that would improve government decision-making.
- d. Continue to update OIP's online training materials to reflect statutory revisions and provide free and readily accessible guidance for government agencies as well as the general public.

3. Year 2 Action Plan

- a. Train the new Staff Attorney and Legal Assistant to help OIP reduce its backlog of appeals and keep up with its increasing workload.
- b. Conduct informational briefings and a public hearing to obtain agency and public input on OIP's new administrative rules and revisions to its existing rules, conditioned on the prior completion of the Attorney General's legal review of OIP's draft rules and depending on whether statutory changes are made by the Legislature.
- c. Assuming adoption, implement OIP's new administrative rules, including the creation of new training materials and a revised UIPA Record Request Log.
- d. Update and improve OIP's online training materials, as may be necessary.

4. Year 5 Action Plan

- a. Evaluate recently implemented rules and determine whether additional rules or revisions are necessary.
- b. Assuming adoption, obtain sufficient funding and position authorizations to recruit, train, and retain legal and administrative personnel to ensure the long-term stability and productivity of OIP.

B. Investigations and Dispute Resolution

1. Past Year Accomplishments

- a. Despite still training four new employees, OIP resolved 97% of all formal and informal requests for its services received in FY 2023 in the same year, and often times same day.
- b. Of the 141 formal cases opened in FY 2023, 99 (70%) were resolved in the same year.
- c. Of the 98 cases that remained pending at the end of FY 2023, 42 were opened in FY 2023 and 56 were opened between FY 2021 and 2023, with the exception of one that was pending in litigation.

2. Year 1 Action Plan

- a. Establish, recruit, and train two new positions authorized by the Legislature in Act 164, SLH 2023, and retain experienced legal and administrative personnel to keep up with anticipated increases in OIP's workload, while reducing the formal case backlog.
- b. Strive to resolve 70% of all formal cases opened in FY 2024.
- c. Strive to resolve all formal cases filed before FY 2023, if they are not in litigation or filed by requesters who have had two or more cases resolved by OIP in the preceding 12 months.

3. Year 2 Action Plan

- a. Strive to resolve all formal cases filed before FY 2024, if they are not in litigation or filed by requesters who have had two or more cases resolved by OIP in the preceding 12 months.
- b. Train new positions and retain experienced OIP staff to keep up with anticipated increases in OIP's workload, while reducing the formal case backlog.

4. Year 5 Action Plan

- a. Strive to resolve all formal cases within 12 months of filing, if they are not in litigation or filed by requesters who have had two or more cases resolved by OIP in the preceding 12 months, and provided that OIP is sufficiently staffed.
- b. Obtain sufficient funding and position authorizations to recruit, train, and retain legal and administrative personnel to ensure the long-term stability and productivity of OIP.

C. Open Data

1. Past Year Accomplishments

- a. Prepared UIPA Record Request Log reports summarizing results for FY 2022 from 184 State and 84 county agencies, including the Governor's office, Lt. Governor's office, Judiciary, Legislature, UH, OHA, all Mayors' offices, and all county councils.
- b. Distributed 29 *What's New* articles, 1 Star-Advertiser article, and 3 reports to keep government personnel and the general public informed of open government issues, including proposed legislation.
- c. Received 44,531 unique visits from Hawaii to OIP's website and 198,831 website page views (excluding OIP's and home page hits).

2. Year 1 Action Plan

- a. Establish new position, hire and train OIP's Legal Assistant to assist with open data and other duties.

- b. Encourage and assist State and county agencies to electronically post open data, including the results of their Logs.
- c. Complete data collection and prepare reports of the Log results for FY 2023 from all State and county agencies.
- d. Utilize Log data to develop and evaluate proposed OIP rules concerning the UIPA record request process and fees.
- e. Post information on OIP's website at **oip.hawaii.gov** to provide transparency and obtain public input on the rule-making process.

3. Year 2 Action Plan

- a. Continue to assist State and county agencies to electronically post open data and report on the results of State and county agencies' Logs.
- b. Revise the UIPA Record Request Log and related training materials if new administrative rules are adopted.

4. Year 5 Action Plan

- a. Continue to assist State and county agencies to electronically post open data and report on the results of State and county agencies' Logs.

D. Records Report System

1. Past Year Accomplishments

- a. For FY 2023, State and county agencies reported 29,763 record titles on the RRS.

2. Year 1 Action Plan

- a. Continue to train and advise State and county agencies on how to use the access classification capabilities of the RRS to uniformly identify and protect private or confidential records, while promoting open access to public data that may be disclosed.

3. Year 2 Action Plan

- a. Continue to train and advise State and county agencies on how to use the access classification capabilities of the RRS to uniformly identify and protect private or confidential records, while promoting open access to public data that may be disclosed.

4. Year 5 Action Plan

- a. Continue to train and advise State and county agencies on how to use the access classification capabilities of the RRS to uniformly identify and protect private or confidential records, while promoting open access to public data that may be disclosed.

E. Legislation and Lawsuits

1. Past Year Accomplishments

- a. In FY 2023, OIP convened and supported a Working Group pursuant to ACR 192 passed by the Legislature in 2022, which was charged with developing recommendations for a new UIPA statutory exception and other recommendations for deliberative and pre-decisional agency records to reasonably balance the public's interest in disclosure and the agency's ability to fully consider and make sound and informed decisions. OIP provided the Working Group's report and proposed legislation to the Legislature before the 2023 session.
- b. During the 2023 legislative session, OIP reviewed and monitored 180 bills and resolutions and testified on 31 of them.
- c. In FY 2023, OIP monitored 40 cases in litigation, of which 3 were new cases. Since 14 litigation files were closed, 26 cases remained pending at the end of FY 2023.

2. Year 1 Action Plan

- a. Continue to monitor legislation and lawsuits and to take appropriate action on matters affecting the UIPA, Sunshine Law, open data, or OIP.

3. Year 2 Action Plan

- a. Continue to monitor legislation and lawsuits and to take appropriate action on matters affecting the UIPA, Sunshine Law, open data, or OIP.

4. Year 5 Action Plan

- a. Continue to monitor legislation and lawsuits and to take appropriate action on matters affecting the UIPA, Sunshine Law, or OIP.

IV. Performance Measures

A. Customer Satisfaction Measure –

Monitor evaluations submitted by participants after training or informational sessions as well as comments or complaints made to the office in general, and take appropriate action.

B. Program Standard Measure –

Measure the number of formal cases and AOD inquiries received and resolved; opinions issued; lawsuits monitored; legislative proposals monitored; unique visits to OIP's website; training materials added or revised; and public communications.

C. Cost Effectiveness Measure –

Considering the number and experience levels of OIP personnel in comparison to similar agencies, monitor the percentage of formal or informal requests for assistance resolved in the same year of the request and the number of formal cases pending at the end of each fiscal year.