

STATE OF HAWAI‘I  
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES  
ANNUAL REPORT ON GOALS AND OBJECTIVES  
FOR THE PERIOD JULY 1, 2023 THROUGH JUNE 30, 2024

SUBMITTED TO  
THE THIRTY-THIRD 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 2025**

**Submitted to the Thirty-Third 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-Operations & Infrastructure
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	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-Operations & Infrastructure
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	911 Board
AGS 901	General Administrative Services

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

January 2025

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. Provide project support to develop and design a new Enterprise Financial System (EFS) Replace the legacy Financial Accounting and Management Information System or FAMIS, in a manner that considers the best interest of the State and counties, as promulgated by Section 40-2 of the Hawaii Revised Statutes (HRS).
- B. Maintain the current forms required to adequately supply accounting data for the State government, maintaining the applicability, relevancy, and uniformity ( 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. The program will be involved in eventually creating a paperless process to align with requirement (A) to where it is fully expected that EFS will use data entry methods and digital record retention to replace the current manual paper processes. The program will develop data tracking and log process to control and document relevant data for proper accounting controls.
- C. Providing cost efficient and feasible means of developing and implementing changes or modifications in the Statewide Accounting Systems through support of the EFS project. To provide ongoing statewide user support for FAMIS, HIP – Payroll System and Time and Leave, Central Warrant Writing System, Warrant Reconciliation System, and Financial Datamart.

II. Objectives and Policies

- A. Systems Development and Implementation - Develop and implement a new Statewide accounting system EFS. Work with Department SMEs and with the system integrator to develop a method of improved financial and operational efficiency. To build out system configurations that adhere to Generally Accepted Accounting Principles or GAAP, Government Accounting Standards Board or GASB and Hawaii Revised Statutes (HRS). Continue to support the maintenance of the current HIP Payroll and Time and Leave system through system analysis to recommend further efficiencies and enhancements. Legacy system support until a replacement financial system is designed, tested and implemented.

- 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. The program will reorganize to support the EFS system, develop and document training, Log and document system updates, review system interfaces for operability and integrity. Document and maintain all system configurations and recommend system upgrades/enhancements based on user input and federal/state requirements.
  
- C. Statewide Accounting Controls – Assist in the development and publishing of new a Statewide Accounting Manual. to align with the EFS system in the statewide directive to safeguard assets against loss or waste. To provide assurance that the financial information generated from EFS can be relied upon to fairly present the financial position of the State for a given accounting period by prescribing the accounting policies and standardizing the accounting methods and practices of the State.

The program will continue to control the content, format, flow, and timing of accounting information required by applications comprising the Statewide Accounting System using Statewide Accounting Forms (SAFORMs) until the decommissioning of legacy FAMIS. Use of standardized accounting forms promotes operational efficiency through maintenance of applicable, uniform, and consistent information.

### III. Action Plan with Timetable

- A. Objective/Policy - Systems Development and Implementation
  - 1. The following major actions/tasks are usually required to develop and implement new Statewide accounting system (EFS) .
    - 1. Project Management of State Resources
    - 2. System Scope and Requirements Definition
    - 3. System Development, Installation, Configuration, and Testing
    - 4. Gap Analysis and System Functional Design Development
    - 5. System Process and Document Re-engineering
    - 6. System Configuration Requirements Definition, Programming, and Testing

7. System Interface Requirements Definition, Programming, and Testing
8. User Manual and Training Documentation Development
9. User Training
10. Pilot Implementation
11. Statewide Deployment

(1) Past Year Accomplishment

Continue to work with Project Team to review requirements, workflows, SME input and concerns, data, requirement scenarios for RFP development.

(2) One Year

Complete and publish completed RFP. Review Offeror's Presentations and Proposals. Award System Integrator Contract and kick off EFS project.

Build out project support team.

(3) Two Year

Continue to build out project support team.

Work with System Integrator and SME to develop the Core Accounting Version 1 of the EFS. Develop configurations and data master listings and workflows.

(4) Five Year

EFS system maintenance. Most state departments are utilizing the system to process financial transactions. The program is logging, updating, and maintaining system configurations and updates.

B. Objective/Policy - Systems Maintenance

1. The following major system maintenance involves the HIP – Payroll and 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.

The program has been able to sustain the support of the Time and Leave trouble ticket issue system and has maintained the HIP support inbox to where it is current with no backlog emails.

(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 and issue resolution.

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

2. 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.

(1) 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.

### C. Objective/Policy #3 – Statewide Accounting Controls

#### 1. Required Actions

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.

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

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.

One Year

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

Two Year

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

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. Issue ticket and user training tracking measures; Review of system stability based on the volume of trouble/enhancement tickets received. Volume of cases and the criteria of each ticket is analyzed to identify issues within each system that the program maintains.
- B. Program Standard measure – Issue tickets system is evaluated for case resolution and issue backlog. Requests for training are evaluated for user satisfaction and requests for system enhancements.
- C. Cost Effectiveness measure – Evolve the State’s ability to sustain its systems using state resources as opposed to vendor contracted technicians.

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

January 2025

Program ID/Title: AGS-102/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. Objective/Policy #1 – To ensure that payments conform to existing laws, administrative rules, executive orders, and are proper. The program has determined that knowledge of existing laws, administrative rules, and executive orders is not consistent among all departments due to staffing turnover and shortages.
- B. Objective/Policy #2 – Prompt payment of the State's contractors, vendors, third-party payees, and employees. 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 – To ensure that payments conform to existing laws, administrative rules, executive orders, and are proper. The program has determined that knowledge of existing laws, administrative rules, and executive orders is not consistent among all departments due to staffing turnover and shortages.
  - 1. Required Action – The program will update reference materials and forms for the contract encumbrance process.
    - 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 reference materials.
    - d. Consult with AGS 101 - Accounting System Development and Maintenance Program in identifying processes that can be made to be more efficient with the use of technology.
    - e. Involvement in the development of the new EFS, including the procurement-to-pay module in seeking ways to more efficiently process contract encumbrances with the new technology.
  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 into the payroll, 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 payroll, time and attendance, and financial systems.
  3. Implementation Timetable
    - a. Past Year Accomplishment – The program has been continually reviewing problems/issues relating to contract encumbrance processing. Due to staffing issues, the program has not completed a formal review. However, the program addresses changes in policies and requirements by issuing Comptroller’s Memorandums and continually provides the guidance and assistance in addressing them.
    - 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 payroll system. Continuous participation and involvement in standing meetings and discussions related to the payroll, time and attendance, and current financial systems. Develop business processes for the new financial accounting system.

- c. Two Years – Participate in the development and implementation of the new financial system and conduct trainings and meetings with functional and operational process groups.
    - 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.
- B. Objective/Policy #2 – Prompt payment of the State’s contractors, vendors, third-party payees, and employees. 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.
  - 1. Required Actions – The program will continue to maintain five working day turnaround for payment to 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 payroll and new 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 updated payroll processes and compliance through payroll memos. The Central Payroll Section implemented the use of a wage garnishment order system that more efficiently processes garnishments.

- b. One Year – Review and implement any changes resulting from new developments in the time and leave system. Assess the needs to develop an interface between the current payroll and time and leave systems with the new financial accounting system.
- c. Two Years – Monitor and update business processes and provide training resulting from new developments in the time and leave system. Work on integrating the current payroll system with the new financial accounting system.
- d. Five Years- Establish statewide payroll and payment policies and procedures and provide training for conformity for the payroll, time and leave, and new financial accounting systems.

#### IV. Performance Measures

- A. Customer Satisfaction measure – Departmental personnel responsible for contracting and vouchering will be provided clear and consistent guidelines, with the goal of a decrease in resubmission of contract and payments documents resulting 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 that validates the reasons 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 2025

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

Contact Person/Phone: Bobet-Uriel Obedoza/(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 the 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 2023 ACFR including the government-wide accrual basis financial statements and the management discussion and analysis of the financial statements. The FY 2023 ACFR was issued in March 2024.





evaluation of proposals and vendor selection, and implementation. Participation 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.
- b. Participated in the initial steps of writing the Request for Proposal (RFP) for the 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.
- b. Participate in the review and publication of the RFP, vendor selection, vendor contract for implementation and system integrator.

4. Two Years

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

5. Five Years

- a. Establish business processes 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 record.

- 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 the new financial accounting system on budget.

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January 2025

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 22 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. 8 of 22 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. 15 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. 15 of the 15 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. 216 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, 2024, the total amount of invoices submitted to the Comptroller for payment by the Honolulu Authority for Rapid Transportation (HART) totaled \$2,375,878,107, of which 28 certification letters have been issued for 1,386 invoices totaling \$2,148,450,348, 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 and 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, 2024, 4 certification statements totaling \$386,832,396, were verified in compliance with the capital cost requirements of HRS §46-16.8 (e).
  - iii. As of June 30, 2024, the amount that DAGS Audit Division determined was not qualified as capital costs under requirements of HRS §46-16.8 (e) or required additional information from HART totaled \$19,918,754, 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, 2024, 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 on 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 conduct 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 2025

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 Hawai'i 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 310 cubic feet of records and special collections; retrieved 19,721 records for researchers; translated 475 pages of Hawaiian language records; serviced 3,692 researchers; scanned 50,796 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; 7 record series schedules revised.

3. Implemented warehouse management software, Versatile Enterprise, to provide better services and control over records to client agencies; including implementing RFID barcode capability to allow agencies to better track and manage their stored records.
4. Started digitizing 250 boxes of Stadium Authority videos that were transferred to Hawai'i State Archives, with 1000 High School Events from 1991-2019 completed.
5. Digital Archives: Improved Digital Pipeline services; improved web-based federated search to access digital archives catalog; prototyped use of Artificial Intelligence to increase accessibility to video files.

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. Finalize barcoding all shelving and RFID tag incoming and outgoing boxes 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 2025

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

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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 — Provides access management, 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 systems and managed file transfer systems. The branch also maintains compliance to audit standards for these platforms set by the regulatory bodies such as the Internal Revenue Service (IRS), Social Security Administration (SSA) and State Auditor.

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

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

Enterprise Systems Branch — Provides ongoing operational maintenance, business process management support, technical support, and enhancement and applications development for the following enterprise systems – Hawai‘i Information Portal (HIP) Enterprise Payroll, Human Resources, and Time and Leave applications.

Network Branch — Manages the State Next Generation Network (NGN) to provide statewide network communication services for daily business operations of the State of Hawai‘i’s executive, legislative, and judicial branches, including communications interfaces to county and federal governments; manages the Hawai‘i Wireless Interoperability Network (HIWIN) to provide land mobile radio (LMR) communications for public safety entities and radio microwave network connection interfaces to county and federal agencies for first responder and emergency communications.

Security Branch — Manages 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 — Develops and implements statewide technology policies, guidance, and standards; provides 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 — Provides project management, project consulting services, and training to departments and 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 access management, systems programming, and database administration for both the

mainframe system and the power system platforms. Implemented operational and maintenance activities such as operating systems maintenance, storage maintenance and provisioning, third-party software upgrade, database encryption keys maintenance and hardware upgrade. Conducted the Annual Disaster Recovery Test for the Mainframe Systems and attended the 2024 IRS Audit and 2024 Statement on Standards for Attestation Engagements (SSAE)-Audit engagements.

Technology Support Services Branch – Continued development of 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. Began the phased implementation with Tyler Hawai‘i of the state citizen identity infrastructure to enable single sign-on and enhanced authorization access capabilities for approximately 80 citizen portal applications. Completed domain consolidation for the Child Support Enforcement Agency into the state enterprise identity platform. Transitioned more than 14,000 state users from the Microsoft O365 G3 licensing level to the M365 G5 licensing level, which is Microsoft’s most enhanced product offering, providing enterprise-level tooling for data compliance management, cyber security, telephony, and data analytics. Assisted multiple agencies on their transition from traditional phone systems to the cloud-based telephony solution using Microsoft Teams Calling.

Made available an enterprise solution for mobile device management of company cell phones, which will help enforce company policies and protect sensitive data. Additionally, established procedures for automated device enrollment of state-issued Apple devices. Assisted additional departments with the migration of their traditional network file servers to cloud-based storage solutions. Released statewide guidance and tooling for implementing a password less login solution for endpoints, leveraging Windows Hello for Business.

Executed a proof of concept to establish a new virtualized server environment utilizing the scalability and resilience of a commercial private cloud with on-island presence in a local datacenter for the modernization of the state Government Private Cloud (GPC). Completed an application inventory, criticality assessment, and disposition assessment of applications within the GPC to be used in the migration planning to the new GPC. Completed the implementation of the new SMTP mail servers. Implemented a new cloud-based constituent relationship management system for the Office of the Governor and Office of the Lieutenant Governor to improve citizen support, response and outreach. Readied 60 PCs for deployment in response to the Maui Wildfires disaster response efforts. Onboarded the Department of Accounting and General Services (DAGS) to the state Enterprise

Notification System that is used to disseminate critical information to state employees in the event of an emergency. Developed and launched a modernized missing children application for the Department of the Attorney General (ATG) and Department of Human Services (DHS). Assisted the newly established Department of Law Enforcement (DLE) with the development and launch of their website.

Upgraded the State Legislature and Department of Education (DOE) to a new version of the electronic signature platform and implemented a global administrative console to manage licensing across the state's eSign portals. Upgraded the enterprise web application firewall services to a new version, maintaining a secure environment for state websites. Implemented a new IT Service Management system for help desk tickets and started the build out of a knowledgebase and IT service catalog.

Provided primary IT support assistance to the Department of Human Resources Development (DHRD) while they backfilled critical internal IT staff positions. Supported the Office of Elections' cloud and web infrastructure for the 2024 Primary and General election. Participated and assisted with the Act 179 IT Consolidation efforts. Hosted the following Microsoft training workshops - Microsoft Azure Security Best Practices, M365 Copilot and Azure Copilot, and Microsoft AI Governance Fundamentals. Continued to provide bi-weekly IT operations updates to IT staff statewide.

Client Services Branch — The branch continued to support the Department of Labor and Industrial Relations (DLIR), Unemployment Insurance (UI) Division, with the following: 1) supporting the American Rescue Plan Act (ARPA) and Coronavirus Aid, Relief, and Economic Security (CARES) Act programs, 2) supported the Disaster Unemployment Assistance (DUA) program that was enacted to pay benefits to the victims of the Maui Wildfires, 3) actively involved in the modernization of the Labor System, 4) assisted with the implementation of several enhancement to the UI Benefits System to allow online payments for overpayment collections, 5) assisted in the implementation of two new exchanges to the State Information Data Exchange System (SIDES) subsystem for sending/receiving information to and from employers, 6) assisted with the development and testing of the 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" for the enhancement and/or fixes for PVL's



system. They also assisted with the preparation for 4 license renewal cycles: June 2023, December 2023, April 2024, and June 2024. 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; 496 active committees, 9 report filing deadlines and 1,836 disclosure reports filed and Non-Candidate Committees; 264 active committees, 6 report filing deadlines and 1,437 disclosure reports filed. The branch completed a full rewrite of the Noncandidate Filing System and the Noncandidate Filing Public System.

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, Time & Leave, and financial data sources. Successfully implemented Department of Law Enforcement and Department of Corrections and Rehabilitation (DCR) agencies in HIP. Completed annual Federal Affordable Care Act requirements. Transitioned wage garnishments from HIP to ADP and built custom automated integration between the systems. Assisted Department of Human Resources Development (DHRD) with the implementation of NavRisk to process workers compensation claims and created a custom interface to HIP. Created Temporary Hazard Pay application to assist with the tracking and distribution of funds. Delivered new Time & Leave functions including a new Annual Leave Summary page for employees and managers to track vacation and sick balances and the recording of fiscal year value in timesheet transactions to ease the burden of retro payments posting to previous fiscal years.

Network Branch — Improved network resilience of State 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 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 HIWIN LMR coverage & connectivity.

Security Branch — Conducted a tabletop exercise focused on a lost device incident that impacted an executive branch department. Expanded "Patch-as-a-Service" to more department workstations, further improving departments security posture. Conducted security assessments to identify weaknesses and vulnerabilities of State assets. Secured desktops by standardizing and hardening configurations. Continued partnership with the Judiciary, Legislature and University of Hawai'i to leverage shared security tools and resources. Continued to disseminate standards,

guidance, and security awareness training to increase department capabilities to be more resilient against cybersecurity attacks. Established the foundation of our cybersecurity education program with the hiring of our Cybersecurity Education Coordinator, conducted an in-person training events to executive branch departments, and deployed awareness training to the executive branch through DHRD Learning Management System (LMS).

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 of 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

##### Hawai‘i Modernization Management (HIMOD) Section

Over the past year, the Enterprise Financial System (EFS) project team made significant progress in advancing project initiatives and preparing the publication of the Request for Proposal (RFP). This competitive solicitation seeks to find a consultant vendor to partner with the State to modernize the business capabilities of the executive branch directly supporting the accounting and finance processes. Another aspect of the solicitation and an equally significant component of this modernization is a new software platform to replace FAMIS and other accounting and finance software systems used throughout the executive branch.

The project team has made significant progress in the following areas:

##### Request For Proposal (RFP) Development

In collaboration with the Department of Accounting and General Services (DAGS) Accounting Division, the Office of Enterprise Technology Services (ETS), and our dedicated consultants and contractors, the team conducted comprehensive in-

person **Scenario-Based Requirements Workshops** to thoroughly document the State's current business processes. These workshops also enabled the EFS project team to analyze the considerable impact of transitioning to a modernized financial system.

Based on the feedback and information gathered during the various departmental workshops, the project team is now poised to release a robust RFP. This document will serve as the foundation for a modernization effort aimed at transforming how the State conducts its business and enhances service delivery to our community.

#### EFS RFP Functional

Our business analysts engaged closely with personnel from the executive branch departments to gain an in-depth understanding of their existing business processes and the tools used for core accounting transactions. For additional hands-on training, the business analysts shadowed key personnel within DAGS Accounting Division to further observe how daily accounting and financial transactions are processed.

#### EFS RFP Organizational Change Management

A key focus for the organizational change management team has been fostering organizational buy-in, led by the functional users of our financial system. The change management team provided support for the relaunch of the EFS project, including event planning support during the **EFS Update Meeting** at the Hawai'i Convention Center on March 13, 2024.

To raise awareness surrounding the EFS project, the change management team launched the project's first monthly e-newsletter, **Alaka'i: Leading the Way Toward Modernization**. In efforts to further strengthen stakeholder support for project initiatives, the change management team hosted leadership and training workshops for selected subject matter experts and key State personnel.

Lastly, a preliminary approach was developed for the EFS project based on an integrated change management project life cycle identifying change management project tasks, change management models, and a change management process based on best practices.

#### EFS RFP Technical

Technical team members worked with other ETS personnel to systematically identify and analyze the various systems and tools utilized by departments and agencies of the executive branch. This collaborative effort has resulted in a comprehensive landscape assessment of how technology currently supports our accounting and financial operations and public service.

The technical team provided a strong foundation for our EFS business analysts to synthesize their findings and present a comprehensive library of systems and processes by diligently capturing critical information about the life cycle, support, and functionality of the executive branch systems. This work and resulting documentation will enable potential vendors to propose the most effective solutions for the State's modernization efforts. Moreover, our Business Analyst Team has engaged closely with executive departments and agencies to gain an in-depth understanding of their existing business processes as well as the tools used for their accounting transactions. The team has taken the initiative to shadow staff within the DAGS Accounting Division, observing firsthand how frontline personnel manage daily financial operations.

Hawai'i Modernization Management (HIMOD) Section Professional Development Various functional and technical project team members received training in agile methodologies, user testing automation, business process documentation, among other topics to equip them with the skills needed to accurately capture State departmental business processes essential to ongoing operations.

In summary, the EFS project team's dedication and collaboration have prepared them to move forward in the next phase of implementing a modernized financial system that will enhance operational efficiency and better serve our local community.

Project Management Office (PMO) Section

DAGS Team of the Year Awardee and State Team of the Year Honoree

The PMO members collaborated with other ETS members to form the ACT 179 ETS Core Team, which led the effort to comply with Act 179. This legislation mandated the development of a phased plan to consolidate all information and technology services, along with staff, across executive branch departments and agencies within a five-year period. In recognition of their achievements, the core team received the 2023 DAGS Team of the Year award at the DAGS Incentive and Service Awards Ceremony held on July 29, 2024, at Washington Place. Additionally, a PMO team member, representing ETS, was honored at the 2024 Governor's Award Ceremony on September 24, 2024, at the Hawai'i State Capitol Auditorium for the State Team of the Year award.

Statewide Technology-Enhanced Business Capability Awards Program

PMO developed and launched the inaugural Statewide Technology-Enhanced Business Capability Awards Program, designed to showcase technology projects across the State executive branch and to foster collaboration among departments. The program aimed to encourage synergy and highlight innovation in technology.

To promote participation, the PMO conducted extensive outreach across executive branch departments and agencies. An intranet website was created to provide information about the program and streamline the project submittal process – <https://hawaiiomt.sharepoint.com/teams/HIGovTechAwards>. Various organizations were solicited to submit projects in multiple categories, and a panel of judges was assembled to evaluate the submissions.

The timeline for developing and implementing the program was ambitious. From the initial concept in early December 2023 to the submission and judging of this statewide awards program, everything was completed in time to submit winning state entries to the National Association of State Chief Information Officers (NASCIO), State IT Recognition Awards before the due date of May 31, 2024. Key tasks included creating an internal-facing webpage, assembling a professional judging panel, drafting judging guidelines, and developing a scoring system. The IT Steering Committee members were also asked to be judges. Winning projects were then refined for submission to the national competition.

Hawai‘i submitted six projects to NASCIO, with three receiving recognitions. Two were finalists in their respective categories, and one won the National Award in the Emerging & Innovative Technologies category.

#### The Technology-Enhanced Business Capability Awards Program Awards

Ceremony to recognize the winning projects was initially planned for September 17, 2024, as part of the Digital Government Summit. The Awards Ceremony has been rescheduled for December 4, 2024.

#### Captured Technology Training Program

Technology evolves rapidly, and ETS is a leader for technology for the State of Hawai‘i executive branch. ETS is committed to keeping its team members up-to-date with the latest advancements, providing an environment that fosters opportunities for continuous learning and upskilling technology bandwidth. The ETS PMO was specifically tasked with identifying an enterprise-wide training solution to ensure that technology staff remain equipped with the necessary skills. After conducting thorough research and a cost-benefit analysis, the PMO formed a strategic partnership with DHRD. This collaboration resulted in the selection of a comprehensive, integrated training platform that aligns with DHRD’s Statewide Learning Management System. This platform ensures that all technology-related training is tracked and accounted for by DHRD.

#### PMO Accomplishments

The PMO team provided comprehensive support throughout various departmental projects. Key contributions included:

1. Conducting thorough project plan reviews and schedule analysis to maintain timelines and ensure alignment with objectives.
2. Monitoring potential risks and mitigation strategies to keep the projects on track.
3. Offering critiques for the development and execution of the testing plan to ensure quality outcomes.
4. Reviewing Request for Proposals (RFP) to ensure alignment with project goals and compliance requirements.
5. Conducting detailed reviews of deliverables to maintain high standards and ensure successful project delivery.

## **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 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 and implementation amongst departments of M365 and added features of the G5 license type, particularly for Teams Calling, compliance and management of data within the Microsoft cloud, Copilot AI readiness, enhanced cyber security tooling, and data analytics with PowerBI. Research and test generative AI products as they are made available to the state. Continue hardening and enhancing the state's Active Directory infrastructure. Assist additional 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. Continue building out the new Government Private Cloud (GPC) environment and networking infrastructure within the commercial public cloud and establishing a direct connection to the local zone within the on-island datacenter. Strategize and develop the migration plan for applications within the current GPC to the new GPC. Complete the integration and launch of all Tyler Hawai'i-managed citizen portals with the ETS citizen identity solution. 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. Further develop the public website infrastructure, adopting DevOps methodologies and team culture. Begin development of a mobile development strategy to support mobile application development standards across the state. Work with the ETS data office to improve the state open data portal and continue to provide platform training to the departments. Continue enhancements for the Adobe licensing platforms and increase adoption of digital eSignature workflows. Coordinate a pilot trial of the Adobe Acrobat AI Assistant product with interested stakeholders across the state to test and identify the use cases for its generative AI capabilities. Continue assisting the Act 179 IT Consolidation working committee to meet the requirements of the act. Improve IT service management processes and tooling for the ETS service desk.

Client Services Branch — 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 technologies and determine potential applicability within the State.

Enterprise Systems Branch — Maintain and support the Enterprise Human Resources, 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 Hawai'i Information Portal (HIP) with the new Enterprise Financial System (EFS). Enable Single Sign On for the Department of Education. Upgrade HIP servers to Linux OL8 operating system. Upgrade HIP to the latest PeopleTools and Application release. Hire and build out HIP Service Center to help support ongoing issues and find business process efficiencies. Transition new recordkeeper for the State's mandatory PTS Deferred Compensation Retirement Plan. Standardize testing plan and processing for system upgrades and mass updates.

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 wireless networks, and expand the use of network peering at the on-island internet exchange. Complete upgrades of end-of-life State network 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 land mobile radio networks by adding new sites at no additional site development costs through the use of interagency agreements. 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. Continue to develop our cybersecurity education program. Implement stronger authentication methods. Develop workforce pipeline to onboard new staff earlier in their career and expand expertise of in-house cybersecurity team. Continue migrating infrastructure to the cloud.

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, Disability Compensation Division (DCD) eCMS Modernization, and ATG KEIKI modernization. Continue planning and strategy refinement for procurement of new contract for the Statewide Internet Portal provider.

#### Program Management Branch

Hawai‘i Modernization Management (HIMOD) Section — Over the next year, the EFS Project team will focus on releasing the RFP and selecting a system integrator (SI) to support the implementation of the new financial software platform. Key milestones include completing the RFP publication in Q4 2024 and initiating the procurement process. This will involve holding vendor conferences, facilitating Q&A sessions, and conducting proposal evaluations in coordination with ETS, DAGS, and key stakeholders. The evaluation process will emphasize the technical and functional capabilities needed to modernize the State's financial systems, with the goal of awarding the contract to a qualified SI by mid-2025.



Upon selecting the SI, the project team will immediately begin the planning and design phases in collaboration with the selected vendor. This phase will include finalizing a project implementation plan, validating system requirements, and conducting gap analysis sessions with departments and agencies. By the end of this period, the project will be well-positioned to move into the execution phase of the system implementation, ensuring the State's transition to a modern, efficient financial system remains on track.

Project Management Office (PMO) Section — The primary focus of the Project Management Office (PMO) will be to establish a solid foundation for state projects' success through collaboration, staffing, and support. The PMO will continue to partner closely with department IT project teams to ensure successful outcomes, using its project management resources and enterprise tools from ETS to provide guidance and consultation. Fully staffing the PMO will be a key objective, ensuring that all team members are equipped with the necessary skills and training in project management best practices. A strong emphasis will be placed on mentorship and training, offering structured support for project managers and teams while allowing them the flexibility to determine the best course of action for their projects. The PMO is working to improve Independent Validation and Verification (IV&V) projects at the top level. The PMO is consulting with select ETS team members and a private sector consultant to develop standardized Key Performance Indicators (KPIs) for monthly IV&V reports. Currently, IV&V contractors have various KPIs in their submitted reports, making it difficult to compare projects. Overall, the PMO will function as a supportive, information driven entity, adapting its services to meet the evolving needs of the organization.

Transition the Time and Attendance Unit to join the Enterprise Systems Branch through a reorg to align efforts to the payroll team who currently support HIP. 5 positions were authorized 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 executive departments in executing plans to modernize applications hosted on the Mainframe System and the Power System platforms. Complete mainframe policies and procedures per Plan of Actions and Milestones (POA&M) submitted to Social Security Administration (SSA). Provide system reports, documentations and artifacts for IRS/SSA/SSAE-18 audit findings and resolutions.

Technology Support Services Branch – Implement the next phase of the Government Private Cloud (GPC), leveraging a combination of managed support services and the commercial public cloud, and retire the aged infrastructure. Maintain and further enhance the State’s enterprise identity infrastructure and citizen identity platform. Assist executive branch departments in maximizing and securing M365 and other Microsoft products used across the state and continue the enablement of G5 related capabilities. Continue digitalization and modernization efforts, and further implement the new web platform for the State. Further build out ETS’ IT Service Management strategy, processes, and tooling to continuously improve the service levels of the ETS Service Desk.

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 the enterprise wireless network. 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 Department of Transportation (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.

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

Hawai‘i Modernization Management (HIMOD) Section — Within three years, the State will launch the first version of the Enterprise Financial System (EFS), providing core accounting and financial capabilities across all executive branch departments. The focus will be on completing system configuration, conducting comprehensive user training, and executing rigorous system testing. A phased go-live approach will ensure minimal disruption to essential state services, beginning with core functions such as general ledger, accounts payable, and receivable. Support teams will be mobilized to monitor and troubleshoot any issues that arise during the initial launch period.

Post-launch, the project team will evaluate the system’s performance, making necessary adjustments based on user feedback. This evaluation will inform future releases that integrate more complex financial operations and reporting tools. The goal is to fully operationalize the new system across all departments, driving efficiency and transparency in state financial operations.

Project Management Office (PMO) Section — In the second year (2026), the Project Management Office (PMO) will focus on enhancing support systems and improving project success rates through refined processes and proactive engagement. One key goal will be to continuously update and refine project templates, ensuring they reflect current best practices and are adaptable to various project types. The PMO will also implement more robust systems for tracking project progress and providing stakeholders with regular updates. Additionally, the PMO will establish itself as the first-stop resource for all IV&V projects during their planning and design phases, offering guidance and support to ensure a strong start. Proactive support will be provided for programs and related projects, with the aim of identifying potential issues early and offering timely solutions.

### **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 modernized and are migrated to other computing platforms. Contracts for mainframe and power systems services will be reviewed to determine the need for possible extensions. Continue to implement staff augmentation to fulfill SSB's functional responsibilities.

Technology Support Services Branch – Assist executive branch departments in maximizing Microsoft 365 services, electronic signatures, and the new state web platform and website offerings. Continue enhancing and operationalizing the new Government Private Cloud (GPC). Maintain and enhance the enterprise identity infrastructure and the citizen identity program.

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 Hawai'i Pay (HIP) project and the Enterprise Financial System (EFS) project. Service Center support of Tier 1 and Tier 2 response for HIP.

Network Branch — Improve the State's communications 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

Hawai'i Modernization Management (HIMOD) Section — Successfully decommission FAMIS through the launch of the Enterprise Financial System (platform TBD). The EFS modernization project will be approaching the completion of the project execution phase and preparing to move to a product sustainment state. The focus will shift to ongoing system optimization, ensuring the platform evolves alongside evolving state requirements.

Planning for the next phase of modernization will begin, focusing on the Payroll and Human Resource Management Systems (HRMS). The project team will engage with stakeholders to assess current HR and payroll needs, setting the foundation for a smooth transition into these critical areas. Lessons learned from the EFS implementation will be applied to streamline future initiatives, continuing the State's trajectory toward a fully modernized enterprise system.

Project Management Office (PMO) Section — In the fifth year (2030), the Project Management Office (PMO) will aim to position itself as a key resource for both project management and strategic decision-making. A major focus will be the development and distribution of comprehensive project management resources, including templates, guides, and tools that will be utilized organization-wide to standardize and improve project execution. The PMO will continue to prioritize training and development, ensuring that personnel involved in projects are well-equipped with the necessary skills to drive successful outcome. Additionally, the PMO will evolve into a decision support office for executives in various state directorates, providing them with critical project data, insights, and strategic recommendations to inform high-level decision-making. This shift will position the PMO as an integral part of organizational leadership and strategic planning.

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.

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 2025

Program ID/Title: AGS-203/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 \$31.5 million, an increase of \$11.2 million from FY 23. 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 \$5 million per occurrence. The premiums decreased from \$3.7 million in FY 23 to \$2.6 million in FY 24, a decrease of \$1.1 million. The liability self-insured retention is 7.5 million per occurrence. The crime insurance policy was purchased with the same limits as FY 23; \$10 million per occurrence. The premium was \$124,394 in FY 24, a decrease from FY23.

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 to be negotiated. Currently, the State is in its seventh 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 24, the annual flatfee was \$2,161,256.
3. Continue with the annual actuarial review of the risk management revolving fund which addresses the sufficiency of fund.
4. Continue to provide corrective measures to the risk management database, when applicable, to achieve optimal efficiency.
5. Continued to work with the AG to establish a curriculum to train deputy AGs and contract administrators with revised minimum insurance requirements for contracts with the State.
6. Issued 617484 Statements of Self-Insurance for various agencies which facilitated the use of non-State facilities or equipment, an increase of 133, from FY 23. This increase was due to elevated government operations and activities coming out the pandemic.
7. Continue to conduct property surveys to determine accurate replacement cost values for 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.

Two Years

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) Provide 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. Continued 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 web site.
4. Refine contract insurance requirements and start to train state employees with new information.
5. Update the Risk Management web site 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 481507 tort claims in FY 24, a decrease from FY 23 (26), and received 300 pothole claims (included in the tort total) in FY 24, an increase from FY 23 (4).
2. The program received 271 claims from auto accidents in FY 24, a decrease from FY 23 (15).
3. The program received 79 property claims in FY 24, a decrease from FY 23 (13).
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. Worked with the University of Hawai'i and the Judiciary to refine its procurement processes to enable cyber consultants to be contracted according to the insurance company's guidelines and requirements.
3. 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.
4. Continued to effectuate the passing of Act 062 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. Re-evaluate the amount to be assessed in the risk management costallocation 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. Refine 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 and 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 2025

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 Hawai'i 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 Hawai'i 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, 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 5,000 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 2025

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

Contact Person/Phone Gordon S. Wood / (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
  - d. Improvement of the Project Management System to facilitate frequent updates of project information and to produce dashboard-like reports in response to internal and external inquiries
  - e. Evaluate use of Artificial Intelligence tools to inform review of consultant-produced design drawings and specifications

- 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 and other resiliency features for DAGS-managed 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 2024 and August 2024 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 Hawai'i (SAH), the American Council of Engineering Companies of Hawai'i (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 additional 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 additional types of Public Works documents. Commence implementation of updated Project Management System. Evaluate available AI-assisted applications for the review of consultant-produced design documents (drawings and specifications).
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. Commence implementation of AI-assisted design documents (drawings and specifications) application(s).
4. Five years – Continue to upgrade the computerized automated project database and recordkeeping systems. Continue to evolve the PWD website and applications according to industry and State 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. Solicitation for qualified service providers for ESPC programs 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 and the Liliha Civic Center.

- 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 executing 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; and other training/educational platforms to update and improve design, construction, and project management expertise and practices.
  - 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.
  - vi. Commenced efforts to consider implementation of Job Order Costing as a means of procuring construction services.
- 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. Continuing improvements in 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. Initiated design of training modules to expose staff to AI capabilities related to planning, design, and construction.

- 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.).
2. One year – Continue to consider alternative procurement methods to low-bid awards. Continue to participate in and advise SPO's efforts to implement electronic procurement for categories other than professional services and construction services.
  3. Two years – Advise user agencies in the determination of 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 and cost-effective, during FY 2024.
    - b. The following energy efficiency/conservation related projects were in construction during FY 2024 and incorporate LEED Silver performance goals:

- i. New Veterans Home, Oahu
    - ii. Wahiawa Civic Center, Oahu
  - c. Initiated implementation of a more concerted approach to achieving energy efficiency, carbon reduction, water reuse, and other climate resiliency goals in projects involving new construction or extensive alteration of existing facilities.
  - d. 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 life-cycle 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, and building commissioning, during the design and construction phases to determine benefits and costs.
  - c. Continue to work with SPO on a Statewide ESPC program that includes Oahu State facilities and neighbor island State facilities.
  - d. 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, providing performance evaluations of both mid-project and project completion milestones.

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 2025

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 both private and public office space.

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:
  - Further reduced the average time to complete lease requests despite existing backlog and responding to time sensitive requests.
  - 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 process to prepare new leases, renewals, amendments, and terminations.
- One Year
  - Continue to develop and refine procedures to advise landlords that need to apply for and secure Hawai'i 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.
  - Pursue restoration of the Leasing Specialist position which was abolished in 2009 due to the Reduction in Force (RIF) action.
  - Distribute new requests for space in private office buildings to branch staff in a manner to promote internal communication, effectiveness, and collaboration within PWD.
- Five Years
  - 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.

- Staff worked to better manage individual projects and to coordinate with one another to increase accuracy of overall work product.
- Staff worked to better communicate leasing process to the requesting programs.
- Staff provided additional property management support to programs.
- One Year
  - Continue to 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 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 2025

Program ID/Title: AGS-231FA/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 2025

Program ID/Title: AGS-232FE/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 2025

Program ID/Title: AGS-233FK/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 Hawai'i 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 2025

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 Hawai‘i 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 Hawai‘i, protect taxpayers’ monies, and successfully implement programs.

**Mission:** The SPO acts as a strategic partner to foster public confidence by promoting procurement of 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 Hawai‘i 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, begin to create a Hawai‘i 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 to enable business growth and economic development in Hawai'i. 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 Hawai'i.

## **C. Purchasing Card (pCard) Program**

- Provide a robust program for the State of Hawai'i that will allow the State to manage the purchasing card program and individual departments to proactively 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 impact 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) solicitation/awards; 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, Hawai'i 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 Hawai'i Public Procurement Code, such as conducting investigations due to public complaint, reviewing Hawai'i 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 Hawai'i 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.
- Oversee the Past Performance Database for competitive sealed proposals, competitive sealed bids, and sole source contracts.
- 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 transfer of property between State agencies is properly documented.
- Review property disposal applications submitted by the executive departments, excluding Department of Education, Hawai'i Health Systems Corporation, Office of Hawaiian Affairs, and University of Hawai'i, 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 serves State Agencies and Executive Branch Departments.
- Actively work on improving communications across State Agencies, to share and incorporate best practices, and 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 Hawai‘i and support innovative, sustainable programs that enhance the lives of the people of Hawai‘i.

## **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.

#### **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. Scan business, training, and other environments for new training platforms, models, and processes.
- c. Develop courses in procurement planning.
- d. Develop training modules on the statewide Past Performance Database.
- e. Continue review of Hawaii Administrative Rules 3-122 to incorporate statutory changes.

#### **3. Two Years**

- a. Complete basic training on procurement life cycle create Reference Library Structure and begin moving materials.
- b. 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.

**B. Electronic Procurement Systems**

**1. Past Year Accomplishments**

- a. Establish new eMarketplace, Aloha eBUYS.
- 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 training for user agencies and vendors for the eMarketplace.
- c. Develop an intra-state car rental solicitation with the goal of including more fuel efficient (electric and hybrids) vehicles.
- d. Continue to develop Aloha eBUYS by expanding the catalog and increase participation from jurisdictions.

**3. Two Years**

- a. Continue development and implementation of Aloha eBUYS.
- b. 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 219 legislative bills and resolutions that affected procurement during the 2024 Legislative Session.
- b. Responded to Chief Procurement Officer requests which are submitted by the Executive Branch. Total number of requests reviewed 616: 88 Procurement Violations; 17 Protest submittals (SPO-043) and 463 Chief Procurement Reviews (CPO) consisting of Sole Source Requests, Procurement Exemptions, Emergency Procurement requests, Restrictive Specifications, Contract Extension Requests, unblocking of pCard purchases, and 35 requests for public records (OIP).
- c. Provided guidance through Procurement Circulars. Procurement Circulars issued in FY24: 7
- d. Compiled Protest Statistics. Processed SPO-043/Report of Procurement Protest Form, 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. Implement Past Performance Database.
  - i. Complete the final report and make recommendations on procurement services consolidation pursuant to Act 282, SLH 2022.
- j. 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.
- k. 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. Develop instructions/training how to use the Past Performance Database.
- e. Finalize an SPO Investigation Standard Operating Policy to establish clear and well-defined procedures for recording and investigating possible procurement violations and procurement reviews. This policy will lead to greater efficiency and consistency while conducting investigations and audits. 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.
- f. Continue to review legislative bills and develop testimonies on legislation that

affect Chapters 103D and 103F, Hawaii Revised Statutes.

- g. 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.
- h. Continue to respond and make recommendations to Chief Procurement Officers requests, which are submitted by the Executive Branch.
- i. Continue to provide guidance through Procurement Circulars.
- j. Continue to process SPO-043/ Report of Procurement Protest Form.
- k. Continue to respond to questions from government agencies and the public on Hawai'i Compliance Express requirements.
- l. 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.
- m. Continue to consult with other departments and agencies regarding implementation of procurement policy.
- n. 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. Continue to respond to and make recommendations to Chief Procurement Officers requests which are submitted by the Executive Branch.
- c. Continue to provide guidance through Procurement Circulars.
- d. Continue to provide Procurement Circulars on Suspension and Debarment.
- e. 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 to 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 \$4,362,827.72
- b. Processed 23,648 inventory transactions.
- c. Processed addition inventory transactions valued at \$467,968,966.

**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 Hawai'i's transition towards a sustainable future. Sustainability guidance is 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, car rentals, auto parts, and other supplies provide an actual total of funds returned to the State.

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

January 2025

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. Educating donees on using the Donee Portal to upload required documents and view property on-line.
- b. Promote the Surplus program to the Small Business Administration 8(a) (SBA) and Veteran-Owned Small Business (VOSB) organizations.

2. Year One

- a. Reach out to all public agencies regarding the Surplus program to increase registration.

Encourage the expiring donee agencies to renew their applications

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 2024 - Acquisition Cost of Surplus Property Transferred to Donees is \$5.2 Million.  
  
Transferred \$1,133,540.00 MREs to Hawai‘i Foodbank at no charge.
  - b. FY 2024 - Service & Handling fee of Surplus Property Transferred to Donees is \$315,784.20.
  - c. FY 2024 Public Auction proceeds:  
Transportation Security Administration - \$44,716.30  
State - \$29,780.86  
GSA - \$8146.00
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. Transition to the new, improved Auction Site by Tyler.
  - c. Promote SPO Surplus Public Auction opportunities on 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 year 4 and implemented the Federal Surplus Property Management Software.
  - b. Streamline processes and improve operational efficiencies and compliance regarding the State Plan of Operation for the Federal Surplus Property Donation Program.
  - c. Implementation of 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. Execute year 5 contract management with Webdata.
  - b. Continue to work on supplying program information on our website.
  - c. Continue to work with Webdata to solve system discrepancies.
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 2025

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 –Continue aging of fleet replacement to attain goal of 10-12-year turnaround time. Initiated Electric Vehicle Charging Stations for Lots KP and Lot P for fleet vehicles. Modernized Motor Pool billing system.
- b. One Year – Continue to adhere to budget to replace aging vehicles in fleet. Continue to replace aging fleet with Zero Emission Vehicles. Continue to expand installation of electrical infrastructure to support AMD fleet vehicles 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. Expand Electric Vehicle electrification project to support electric vehicles.

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.

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

2. Implementation Timetable

- a. Past Year Accomplishment – 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 2025

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 – Completed crack repairs and deck sealing to parking deck in Lots P & R. Initiated structural enhancement project at Lot V. Planning of automation project at South Street Garage.
- b. One Year – Planning to implement and start automation project of the South Street Garage. Plan automation project for Lot Makai Garage and automate parking Lot KJ. Commence on-line Permitting System for parking assignment.
- c. Two Years – Commence automation at parking Lot KJ. Plan crack repair and deck sealing project at Lot P. 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 –Initiate smart meters for the islands of Maui and Kauai. Plan installation of pay stations in Hilo. Created incremental employee parking stalls in Lots D and Lot L. Initiated on-line Permitting System for parking assignments.
  - b. One Year – Continue to monitor and evaluate the demand and utilization of existing parking spaces. Commence on-line Permitting System to modernize parking assignments. Continue plans to transition select parking facilities to Post Pay. Continue to crack seal and waterproof decking at Lots R & P.
  - c. Two Years – Review budget for the state parking program and initiate changes to parking fees, and if necessary, to balance revenues with expenditures. Planning to pave and install new parking lot in grassy area next to Vineyard Garage. Plan to seal coat Lot W parking lot.
  - d. Five Years – Monitor the parking revolving fund balance and implement measures to maintain a positive fund balance. Pursue opportunities to increase parking availability. Plans to crack repair and coat Lots KP & KJ.
- 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 –Continued to conduct vacancy surveys of parking lots to fill vacant stalls with month-to-

month parking permits for employees. Procure on-line parking assignment system.

- b. One Year – Planning to utilize modern Post Pay Parking System to provide real-time occupancy data to effectively utilize vacant employee and public stalls.
- c. Two Years – Continue to monitor parking utilization rates for all parking facilities. Increase patrolling of Parking and Security Officers presence in parking facilities.
- d. Five Years – Re-evaluate procedures and parking facilities if utilization percentages are not achieved. Continue to identify parking facilities to install Post Pay parking system within budget.

#### 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 2025

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. For the 2024 legislative session, the Commission submitted five (5) bills to the Speaker of the House of Representatives and President of the Senate for introduction. Unfortunately, none of these bills passed. Specifically, they were a bill that (1) increased the partial public funding program and established two full-time positions in the Commission; (2) expanded the state and county government contractor from making political contributions during the life of the contract to state and county grants-in-aid recipients and their officers and immediate family members of the government contractor/grantee; (3) eliminated the use of campaign funds to purchase up to 2 tickets for an event or fundraiser held by another candidate or committee; (4) prohibited elected officials from accepting and soliciting contributions during legislative session; and (5) escheated any excess cash contribution over \$100 to the Hawai'i Election Campaign Fund if not returned to the contributor within 30 days. Notably, the first four bills were previously introduced in the 2023 legislative session. The Commission will continue its efforts to advocate for these bills in the future.

Two bills that passed this session that were not Commission bills, but the Commission supported because they increased transparency and accountability in campaign finance were:

Act 16 (H.B. 2072, H.D. 1, S.D. 1), RELATING TO CAMPAIGN FINANCE

Effective May 3, 2024, candidate and noncandidate committees are prohibited from soliciting contributions that refer to a disaster that would lead a reasonable person to believe that the contribution would be used to benefit persons directly affected by the disaster unless the solicitation contains an explicit disclosure that: (1) it is subject to the campaign finance laws; (2) it may be used to influence a candidate's election to office or the outcome of a ballot issue; and (3) persons affected by the disaster may not necessarily benefit from the contribution. A violation of this statute is a class C felony.

Act 191 (S.B. 2687, S.D. 1, H.D. 2, C.D1), RELATING TO ELECTION

Effective July 3, 2024, a person is prohibited from recklessly distributing, or entering into an agreement to distribute, between the first working day in February to the general election in an even-numbered year, "materially deceptive media" in reckless disregard of the risk of harming the

reputation or electoral prospects of a candidate or changing the voting behavior of voters in an election, unless the media contains a disclaimer that: (1) the media has been manipulated by technical means; and (2) depicts appearance, speech, or conduct that did not occur. Notably, the disclaimers must appear throughout the entirety of the video (or at the beginning and end of the audio), be clearly visible and readable, be in letters at least as large as the largest size of any text communication, be in the same language used in the media, & be in a pitch that can be easily heard. This includes political advertising, so a disclaimer is required (i.e., person who paid for the advertisement, address, done with or without support from the candidate).

“Materially deceptive media” means any information, including video, image, or audio, that: (1) is an advertisement (disclaimer laws); (2) depicts an individual engaging in speech or conduct which the individual did not in fact engage; (3) would cause a reasonable viewer/listener to believe the speech or conduct; and (4) was created by: (a) generative adversarial network techniques; (b) artificial intelligence; or (c) digital technology.

Provides for a private cause of action for general or special damages for falsely depicted individuals. A violation of this statute ranges from a petty misdemeanor to a Class C felony as well as civil remedies.

Other bills that were introduced by other parties which did not get signed into law concerned contributions, political advertising, concerns over foreign influences, permitting use of campaign funds for child/dependent care, and comprehensive or full public funding.

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 2024 election, Commission staff offered candidate and noncandidate committee in-person training on all islands in May 2024. Unfortunately, there



was not enough interest in Hilo and Kauai so staff had to cancel the training. Staff had candidate committee training on Maui on May 28, 2024 for 7 attendees and on Oahu on May 30th for 17 attendees. On Oahu, on May 30th, staff also hosted a noncandidate committee training for 10 attendees.

Additional training occurred for Pacific Resource Partnership's cohort training for potential new candidates on November 17, 2023 for 30 attendees and staff also appeared as a panelist on PBS Insights on April 11, 2024 to address campaign finance issues.

Cyber-learning training was taken off-line on the Commission's website due to enhancements in the electronic filing systems which required the trainings to be revamped. Committee guidebooks and manuals were updated as a result of the numerous HRS changes and posted on the Commission's website for 24-hour remote access.

Provide educational and informational materials on how to comply with campaign finance laws and rules. In preparation for the 2024 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 X posts. 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, Hawai‘i 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 X posts 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 253,148 “hits” or event counts to our website.

The Commission regularly uses e-blasts as well as Facebook and X 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 125 times, and we have 1,162 total subscribers. Notably, subscribers are separated into three groups – candidates (506 subscribers), noncandidate committees (258 subscribers), and the public (398 subscribers), thereby permitting us to target relevant audiences with the e-blast.

Since July 2011, we have been employing social media tools such as Meta (formerly known as Facebook) and X (formerly known as 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 320 X posts with a total tally of over 36,830 impressions or times a post has been seen.

Furthermore, the Commission has an ongoing partnership with the State of Hawai‘i’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 21,456 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 425 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 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, committees were encouraged to make appointments to visit the office and were assisted over the phone and via email.

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, and posting on X as well as Meta. 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 and X 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 Hawai‘i 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.

- **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.

In the last fiscal year, the Commission completed the rewrite of the candidate filing system in time for the 2022 election and started the rewrite of the noncandidate committee system which was completed in this fiscal year in time for 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 777 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 73 payments via PayPal totaling \$12,312, 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, there were no plans nor funding to alter our electronic filing systems; however, the Commission intends to submit a proposal to obtain funding for a new filing system in the next fiscal year in consideration of newer technology and a more sustainable future.

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 Hawai‘i; however, we remain receptive to all new ideas, and in fact, in the next fiscal year, intend to submit a proposal for additional funding to build a new electronic filing system.

- **One Year** – Request \$2 million in funding to build a new electronic filing system in consideration of technological advances and artificial intelligence. 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 including application of artificial intelligence.

**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 7 referrals this fiscal year to the Civil Recoveries Division.

The Commission filed 19 complaints this fiscal year (a non-election year) which resulted in a total of \$12,200.00 in assessed administrative fines. Of the total amount of fines assessed, \$750.00 was collected from 4 committees while \$5,750.00 remains outstanding due to 7 committees who failed to pay resulting in a referral to the Attorney General's Office – Civil Recoveries Division. The balance of 8 complaints were withdrawn due to compliance. A summary of the complaints and their disposition are as follows – notably, although we filed 19 complaints, some of the complaints had multiple counts/violations:

- o 8 complaints yielded a preliminary determination of a campaign finance violation resulting in \$5,650 in assessed administrative fines for late/unfiled report violations;
- o 7 complaints yielded a preliminary determination of a campaign finance violation resulting in \$850 in assessed administrative fines for Organizational Report violations;
- o 8 complaints were withdrawn or dismissed due to compliance in paying the administrative fine concerning late report and Organizational Report violations.

In addition to the aforementioned complaints, two (2) third-party complaints were filed in FY 2024 alleging a candidate committee and a noncandidate committee filed inaccurate Organizational Reports and sought prosecution as a remedy. The complaints were heard at a Commission meeting in January 2024 and resulted in a preliminary determination of a campaign finance violation resulting in \$50 fines and corrections to the committees' Organizational Reports.

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 \$26,816.22 was assessed in administrative fines via fine letters and \$10,800 was escheated to the HECF due to campaign finance violations. There were 13 conciliation agreements resulting in reduced fines totaling \$1,633.31. Except for 1 conciliation agreements which concerned excess contributions, the remaining 12 concerned the late filing of reports. None of the 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 56 late or unfiled reports that did not involve a conciliation agreement or complaint for a total of \$9,266.22 in assessed

administrative fines. There were a total of 40 candidate committees who failed to timely file 41 reports and 16 noncandidate committees who failed to timely file 16 reports.

Other campaign finance violations that occurred during this period include:

- o 4 insufficient advertisement disclaimers resulting in \$100 in fines;
- o 3 excess contributions resulting in \$900 in fines;
- o 1 failure to amend the Organizational Report resulting in a \$50 fine;
- o 1 failure to file the Electronic Filing Form resulting in a \$50 fine;
- o 1 failure to file the Organizational Report resulting in a \$100 fine;
- o 1 failure to report a contribution resulting in a \$250 fine;
- o 1 failure to report an expenditure resulting in a \$250 fine;
- o 6 late filed fundraiser notices resulting in \$200 in fines; and
- o 1 prohibited lobbyist contribution resulting in a \$500 fine;

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

- o 4 excess contributions to candidate committees resulting in \$8,725 in escheats;
- o 1 excess contribution to a noncandidate committees resulting in \$1,800 in escheats;
- o 2 lobbyist contributions in a prohibited period resulting in \$2,500 in escheats; and
- o 1 foreign contribution resulting in a \$4,000 escheat.

Of notable interest is that an additional \$172,387.02 was voluntarily escheated to the HECF from 8 candidate committees and 1 noncandidate committee primarily as a result of committee registration termination.

- o **One Year** – Continue to pursue enforcement actions to encourage compliance as well as offer conciliation agreements (where appropriate) to expedite campaign finance violators. Review the Standard Fine Guidelines to evaluate whether there needs to be any changes prior to the next election.
- o **Two Year/Five Year** – Identifying other strategies to increase and encourage compliance.

**F. Goal – To ensure organizational and institutional sustainability.**

o **Past Year Accomplishments**

Monitor funding and develop proposals to stabilize funding as needed. The Commission's beginning balance at the close of fiscal year 2023 was \$1,929,885.67. In fiscal year 2024, a total of \$349,565.71 in revenue was realized (i.e., \$91,806.00 in tax check-offs; \$189,412.02 in escheats of excess, false name, surplus, and anonymous contributions; \$62,758.00 in interest as well as an additional \$5,534.04 from the prior fiscal year; \$55.65 in copies; and, \$0 in refunds and reimbursements from prior fiscal year expenditures) and a total of



\$1,567.39 in expenditures was incurred (i.e., \$1,500 in public funds and \$67.39 in PayPal fees for escheat payments), thereby closing fiscal year 2024 with a balance of \$2,277,883.99 which is a \$347,998.32 increase from the last fiscal year.

Notably, this was the 7<sup>th</sup> 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, the Commission's budget is likely to continue to be restricted as a result of the 2023 Maui wildfire.

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 2023 was held in Kansas City, Missouri, and was attended by Chair Stan Lum, Commissioner David Chee, Executive Director Kristin Izumi-Nitao, and Associate Director Tony Baldomero.

Executive Director Izumi-Nitao was invited to join the COGEL Program Committee to plan the December 2023 conference in Kansas City, Missouri, and will become a co-chair for the 2024 conference in Los Angeles, California. She also participated at the State Ethics and County Ethics Commission conference in Hawai'i in September 2023, the Pacific Resource Partnership cohort training in November 2023, and appeared on a panel on PBS Insights in April 2024 to address campaign finance issues.

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. Jon Itomura was appointed by Governor Green and was given an orientation by Commission staff on October 17, 2023 which was also when he was sworn into office.

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. In September 2023, the Commission had to hire a new Administrative Assistant who had been hired in June 2023. A new Administrative Assistant started in November 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 12 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; and (6) questions related to the HECF, Super PACs and independent expenditures, 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 2025

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 encourage 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](http://elections.hawaii.gov). Beginning with the 2024 Elections, our office made 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 (FY2024)

1. Digital Voter Guide. Beginning with the 2024 Elections, the office is required to compile a digital voter information guide. During fiscal year 2024, our office developed a system for candidates to submit their statements as part of the filing process to appear on the ballot, and planned and coordinate the release of the first digital voter guide for the 2024 Primary Election. As an additional feature for the digital voter guide, we made it interactive so that voters could narrow the guide to the candidates who would appear on their ballot based on their residence address.
2. Voter Education. We added voter education and voting materials in 'Ōlelo Hawai'i including the voter registration applications and online system, and ballots and envelopes. We also added a widget to our website to expand language access and accessibility to [elections.hawaii.gov](https://elections.hawaii.gov).

B. One-Year (FY2025)

1. To have conducted the 2024 Elections and review the processes and planning for the 2026 Elections.
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.

C. Two-Year (as of June 30, 2027)

1. To have conducted 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 2025

Program ID/Title: AGS-891/911 Board

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

I. Goal

The goal of the State of Hawai‘i 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 9-1-1 service for public. Act 168, Session Laws of Hawaii 2011 created the 9-1-1 Board on June 27, 2011. Act 066, Session Laws of Hawaii 2024 removed the term “enhanced” in reference to 9-1-1 services to allow funding of all 9-1-1 technologies.

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 9-1-1 service and develop and fund new and emerging 9-1-1 technology. The 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 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 2024)

1. The Board collected revenues totaling \$13,772,386
  - a. \$12,325,547 – 9-1-1 Surcharge Collected
  - b. \$1,446,839 Interest Revenue
2. The Board incurred expenditures and encumbrances totaling \$10,739,489
  - a. \$9,545,953 PSAP Reimbursements.
  - b. \$900,289 Department of Budget and Finance Special Fund Assessments.
  - c. \$133,000 Payroll.
  - d. \$160,247 Other Board Administrative Expenses

3. The Board developed and implemented an FY 2025-29 Strategic Budget Plan for the 9-1-1 Fund.
4. The Board completed transition from First Hawaiian Bank to Central Pacific Bank. Wireless Enhanced 9-1-1 Fund at Central Pacific Bank was created on April 13, 2023. Wireless Enhanced 9-1-1 Fund at First Hawaiian Bank was closed on November 27, 2023.
5. The Board decided not to submit an RFP (Request for Proposal) to procure Next Generation 9-1-1 services. Board agreed that it will allow Hawaiian Telcom to move forward with their plan to transition Hawai'i into Next Generation 9-1-1 with their vendor Intrado.
6. Act 66, Session Laws of Hawaii 2024 removed the term "enhanced" in reference to 911 services to allow funding of all future 9-1-1 technologies. Furthermore, allows the 9-1-1 Board to employ staff, in addition to the Executive Director, exempt from civil service and collective bargaining laws. HB2339 HD1 SD2 CD1 was signed into law on June 21, 2024.
7. The Board awarded Akamine, Oyadomari, & Kosaki CPA's, Inc. the contract to conduct independent audits of the State of Hawai'i 9-1-1 Board on June 25, 2024. Auditors are in the process of conducting FY 2022-2023 & FY 2023-2024 audit reports concurrently. Anticipated completion of prior year audits is scheduled for December 2024.

B. Year 1 (FY 2025)

1. The Board will continue to monitor and revise the 5-year Strategic Budget Plan through FY 2029 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 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. The Board plans on creating presentations with DCAB (Disability and Communications Access Board) to educate the deaf and hard of hearing community on Text-to-9-1-1. Furthermore, the Board is interested in educating the public at the upcoming DCCA (Department of Commerce and Consumer Affairs) National Consumer Protection Week Fair in 2025.
4. The Board will move forward with Hawaiian Telcom's Roadmap to Transition into Next Generation 9-1-1 that is set to be completed by end of 2026. Currently in the process of upgrading call handling equipment and modifying A911 Call Routing to support new call handling equipment.



5. The Board will plan and prepare for the successful completion of the annual CPA audit.

C. Two Years (FY 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. Anticipated completing of Next Generation 9-1-1 transition by the end of 2026.
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 Hawai‘i.
4. The Board will monitor and revise the current and future 5-Year Strategic Budget Plan as needed.

D. Five Years (2025 to 2029)

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 2025 through 2029.
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 Hawai‘i.
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 2025

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

Contact Person/Phone No.: Miyoke Ng/(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 supplemental budget documents for the fiscal year 2024-2025.
  - 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 24, average monthly pCard purchase transactions represented 38% (or approximately 783 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. Continuously processed personnel transactions on a timely basis to ensure that employees are properly and promptly compensated, including benefits and other employment services; and that the majority of human resource needs of the department's programs are met within existing resources.
  - b. Continue to post internal vacancy announcements (IVAs) at least monthly and post special announcements when needed. Held off on bi-monthly IVAs to catch up on screening and changed concurrent recruitment to simplify the monitoring of multiple recruitments at different stages. Testing the efficiency

of grouping multiple vacancies of the same class on a single IVA.

- c. Advised programs on grievances, contract interpretations, consultations with unions, investigations of employee incidents, disciplinary actions, substandard performance, safety issues, training enrollments and stats, personal services contracts and family leave.
  - d. Consulted on five (5) reorganizations and processed/classified positions affected by these reorganizations. Established/converted multiple project positions in the Enterprise Technology Services.
  - e. Completed an arbitration (awaiting decision) stemming from a grievance on selection. Two more arbitrations are pending (selection of an arbitrator). Assisted a division with procuring a hearings officer for an overpayment appeal.
  - f. Held the departmental Incentive and Service Award Ceremony after a hiatus due to COVID. Employee Day event is planned for November 2024 with a coordinated fundraiser event to cover expenses for food/drinks.
  - g. Started cross-training of specialist staff to assist with overflow in other areas.
  - h. Collected and compiled Quarterly Staffing Reports to the Department of Budget & Finance; quarterly Grievance Reports to the Department of Human Resources Development (DHRD); Annual Vacation and Sick Leave Accruals to DAGS-Accounting Division, and annual Occupational Safety and Health Administration (OSHA) Report to the Department of Labor and Industrial Relations.
3. Systems and Procedures Office
- a. Worked on data processing requests in support of the department's technology requirements.
  - b. Maintained the departmental computer network endpoints between offices on Oahu, Hawai'i, 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. Redesigned and implemented the Automotive Management Motor Pool Billing System from a legacy IBM iSeries mini-computer to a web-based PC system with electronic PDF forms.
- f. Redesigned and implemented the Automotive Management Fixed Asset Tracking System from a legacy IBM iSeries mini-computer to a web-based PC system with electronic PDF forms.
- g. Redesigned and implemented the departmental 1099 Reporting System from legacy systems to a unified, web-based system with electronic routing and PDF forms. This allows the Administrative Services Office to process monthly transactions in one system rather than a quarterly process using multiple systems.
- 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. Redesigned and implemented the departmental Petty Cash System from a legacy IBM iSeries mini-computer to a modernized web-based application system. This effort streamlined the Administrative Services Office's and Central Service Division's petty cash procedures to be more efficient than inputting the data to printing checks and printing reports.
- j. Upgraded the Public Works Division's computer network due to outdated and failing equipment. The upgrade provided more bandwidth and faster network speed/response time..

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.
  - b. Ensure that the Department continues to comply with all State and Federal employment laws, rules, and regulations, and collective bargaining agreements through advising, on-the-job training and guidance, and providing templated letters and other correspondences.
  - c. Continue to participate in the statewide program and policy development efforts to ensure that the department's human resource needs, concerns, and workload are addressed.
  - d. Continue to develop new guidelines and/or training that meet the needs of departmental managers and employees to help improve their understanding and obligations in human resources.

- e. Fill vacant positions (2) on a permanent basis and train staff in their new capacities; encourage staff to take advantage of no-cost training opportunities in their functional areas and attend professional development or networking opportunities.
  - f. Document and organize paper and electronic files for more efficient searching; continue to review older files for archiving and destroy paper and electronic files according to the Records Retention Schedule.
  - g. Review and consolidate logs to provide an improved snapshot for status updates and statistics.
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, Hawai'i, 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. Upgrade Mainframe COBOL and CICS programs from O/S 4.2 to 6.4. This task consists of compiling and testing all programs for departmental Financial Management, Inventory, and Bond Fund Systems as well as any other Mainframe tasks.
  - f. Redesign and implement the Automotive Management Parking System from a legacy IBM iSeries mini-computer to a web-based PC system with electronic PDF forms.
  - g. Provide technical support and guidance for the department as the new statewide Enterprise Financial System (EFS) is being evaluated.
  - h. Design and develop a new Central Services Division (CSD) Supplies Inventory web-based system that will be accessible to staff by computers and smart phones. This will assist CSD with tracking custodians' supplies such as knowing how much is on



hand, being used, and when to re-order. It will also provide the ability to analyze supply usage.

- i. Upgrade production web and proxy server hardware to provide faster response times and more processing power for enhanced applications.
- j. Replace, configure, and install new DAGS core network equipment. This will provide more bandwidth, reliability, and faster network speed/response time.
- k. Install new wireless access points. This will expand wireless networking within DAGS offices and conference rooms.
- l. Decommission the departmental legacy IBM iSeries mini-computer. After modernizing all of the applications on the device, that computer can permanently be shut down; saving costs on maintenance and upkeep.

C. Year 2

- 1. Administrative Services Office - Continuation of items a to e in Year 1.
- 2. Personnel Office – Continuation of items a to d in Year 1.
- 3. Systems and Procedures Office – Continuation of items a to k in Year 1

Retire all DAGS mainframe systems that are replaced by the statewide Enterprise Financial System (EFS).

D. Year 5

- 1. Administrative Services Office – Continuation of items a to e in Year 1.
- 2. Personnel Office – Continuation of items a to d in Year 1.
- 3. Systems and Procedures Office – Continuation of items a to i in Year 1

h. 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 received and processed within a reasonable time period. Screen 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. 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 – Provide programs services with little or no additional cost. Anticipated office expenditures not exceeding 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 2025

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

Contact Person/Phone: Roger Ross/(808)974-6400(Hawai‘i)  
Eric Agena/(808)274-3033(Kauai)  
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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 Hawai‘i, 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.



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 Hawai'i 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.

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 head of Central Services branches for the district. We were able to recently fill the Public Works Engineer position. Three of 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 Hawai'i District has been vacant for one year, and Hawai'i 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. Hawai'i 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 Hawai'i District, in an effort to improve service, is being split into East and West Hawai'i Districts. This split includes the creation of a new West Hawai'i District Engineer as well as four office staff positions. This is expected to improve service for our customers. Initially there will be further strains as the newly created positions will take some time to fill. In Kauai District, the Central Services Branch Manager position was vacated due to the tragic passing of the employee in May 2024. The position is still going through the recruitment process putting a major strain on the district's operation. 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 Hawai'i 3Rs and in implementing JOC to meet the needs of the schools. The JOC funding has been greatly reduced, limiting work getting done.

C. Year Two through Five

The program will continue with any unfinished objectives and any new initiatives that may be identified. 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 Hawai'i 3Rs. Hawai'i District is expected to have completed the split and positions filled. This will improve service for Hawai'i District.

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 2025

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. 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 Hawai'i'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 (2024)**  
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.
  - 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
  - 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).
  - Administered \$7,500,000 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).

#### ENGAGEMENT

- Collaborated with Honolulu Theatre for Youth to produce “Forest Flutters,” an immersive art installation and sensory experience for young people with developmental differences.
  - 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 including 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 teaching artists from five islands.
-

- Piloted Museum Without Walls programs, bringing arts education to non-school spaces.
- Artists in the Schools program reached 122 schools statewide and 13,000 students in FY23.
- Increased and diversified Teaching Artist Roster through new application process.
- Hosted the Annual Hawai'i Regional Scholastic Art Awards Exhibition and Young Artists of Hawai'i at the Hawai'i State Art Museum (Capitol Modern).
- Hosted the annual Poetry Out Loud Program with Hawai'i Theatre for Youth with federal partner the NEA.
- **THE ARTS**
  - Expanded Art at the Capitol programming to include panel discussions and performance art, spoken word, and a printmaking workshop with legislators.
  - Increased purchasing of works of art by Native Hawaiians. Acquired 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 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.
  - 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.
  - 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 (2025)**

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 2025:

- Increase public awareness of the agency's impact on the community statewide through its numerous programs.
  - 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 and the State of Hawai‘i 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 Hawai‘i 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 Hawai‘i 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 Hawai‘i 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 Hawai‘i State Art Museum (Capitol Modern).
- Present the annual Poetry Out Loud Program with Hawai‘i Theatre for Youth with federal partner the NEA.

- THE ARTS

- Curate and open two new exhibits at Capitol Modern including Student exhibitions
- Host Hawai‘i Triennial Exhibition at Capitol Modern

**B. Two Years (2026)**

SFCA will finalize the new Strategic Plan in the Fall of 2024/ FY25.

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- CULTURE
  - Explore how to further engage cultural practitioners statewide.
  - Increase acquisition of works of art by Native Hawaiian artists.
  - 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 (5-2030)**

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 Hawai'i Contemporary to present the Hawai'i 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.
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- 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 2025

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 Hawai'i 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 work with established community organizations 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 work with established community organizations to hold parades in Honolulu, Hāwī, Kailua-Kona, Wailuku, & Lihue that celebrate Kamehameha's life and legacy, ensuring participants' and public safety.
- C. Ho'olaulea – to work with established community organizations 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. Worked with established community organizations to hold Lei draping ceremonies to dress the statues of Kamehameha in Honolulu, Hāwī, and Hilo with lei in a ceremony marked by Hawaiian tradition, language, and culture.



2. Worked with established community organizations to hold Parades in Honolulu, Hāwī, Kailua-Kona, Līhue and Wailuku that celebrated Kamehameha's life and legacy.
3. Worked with established community organizations to hold Ho'olaule'a's in Honolulu, Hāwī, Kailua-Kona, Wailuku, Kaunakakai and Līhue that promoted Hawaiian tradition, food, and culture.
4. Worked 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.

A. Year 1

1. Work with 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 established neighbor island celebrations and O'ahu committees to coordinate statewide planning for Parades in Honolulu, Hāwī, Kailua-Kona, Wailuku, Kaunakakai and Līhue that celebrated Kamehameha's life and legacy.
3. Work with established neighbor island celebrations and O'ahu committees to coordinate statewide planning for Ho'olaule'a's in Honolulu, Hāwī, Kailua-Kona, Wailuku, Kaunakakai and Līhue that promoted Hawaiian tradition, food, and culture.
4. Assist in seeking sponsorship monies from private businesses and organizations to help fund celebration events on all islands.

B. Year 2

1. Work with 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 established neighbor island celebrations and O‘ahu committees to coordinate statewide planning for Parades in Honolulu, Hāwī, Kailua-Kona, Wailuku, Kaunakakai and Līhue that celebrated Kamehameha’s life and legacy.
3. Work with established neighbor island celebrations and O‘ahu committees to coordinate statewide planning for Ho‘olaule‘a’s in Honolulu, Hāwī, Kailua-Kona, Wailuku, Kaunakakai and Līhue that promoted Hawaiian tradition, food, and culture.
4. Assist in seeking sponsorship monies from private businesses and organizations to help fund celebration events on all islands.

C. Year 5

1. Work with 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 established neighbor island celebrations and O‘ahu committees to coordinate statewide planning for Parades in Honolulu, Hāwī, Kailua-Kona, Wailuku, Kaunakakai and Līhue that celebrated Kamehameha’s life and legacy.
3. Work with established neighbor island celebrations and O‘ahu committees to coordinate statewide planning for Ho‘olaule‘a’s in Honolulu, Hāwī, Kailua-Kona, Wailuku, Kaunakakai and Līhue that promoted Hawaiian tradition, food, and culture.
4. Assist in seeking sponsorship monies from private businesses and organizations to help fund celebration events on all islands.

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 2025

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

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**Goals, Objectives, and Action Plan**

Pursuant to Act 100, SLH 1999, as amended by Act 154, SLH 2005, the 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 Uniform Information Practices Act (Modified), chapter 92F, HRS ("UIPA"), and part I of chapter 92, HRS ("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 in 2013 (codified at part VII of chapter 27, HRS), OIP adopted another goal to assist the Office of Enterprise Technology Services ("ETS") to properly implement Hawai'i'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 established and filled two new permanent positions as of January 2025.
- b. OIP received 1,772 total requests for assistance in FY 2024. Of those, 87.5% (1,551) were informal requests typically resolved the same day through OIP’s AOD service.
- c. OIP resolved 187 formal cases in FY 2024. This included FY 2024 cases, older cases dating back to FY 2021, and one FY 2015 appeal that lingered because the parties were tied up in litigation.
- d. OIP wrote 7 formal opinions and 13 informal opinions in FY 2024.
- e. OIP provided updates to its online training materials to reflect changes to the Sunshine Law made during the 2024 legislative session.
- f. OIP conducted 4 tailored in-person trainings on the UIPA or Sunshine Law.

## 2. **Year 1 Action Plan**

- a. Continue to chip away at the backlog of formal appeals. Hopefully, all FY 2022 cases will be closed midway through the fiscal year (with the exception of one that it tied up in litigation), which will allow OIP to address the remaining FY 2023 cases earlier than anticipated.
- 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. 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.
- d. Provide tailored Sunshine Law and UIPA trainings in appropriate cases.

## 3. **Year 2 Action Plan**

- a. Continue to reduce backlog of appeals.
- b. Prepare for a public hearing to renumber OIP's administrative rules which is required since OIP moved from a temporary agency attached to the Lt. Governor's Office to a permanent agency attached to DAGS, conditioned on the Attorney General's legal review of OIP's draft rules and depending on whether statutory changes are made by the Legislature in 2025.
- 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. Continue to reduce the backlog of appeals.

## **B. Investigations and Dispute Resolution**

### **1. Past Year Accomplishments**

- a. OIP received 1,772 total requests for assistance in FY 2024. Of those, 87.5% (1,551) were informal requests typically resolved the same day through OIP's AOD service.
- b. Of the 108 cases that remained pending at the end of FY 2024, 53 were opened in FY 2024, 31 were opened in FY 2023, and 24 were opened in FY 2022. OIP resolved 187 formal cases in FY 2024. This included FY 2024 cases, older cases dating back to FY 2021, and one FY 2015 appeal that lingered because the parties were tied up in litigation.
- c. OIP wrote 7 formal opinions and 13 informal opinions in FY 2024.

### **2. Year 1 Action Plan**

- a. Strive to resolve 70% of all formal cases opened in FY 2025.
- b. 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.

### **3. Year 2 Action Plan**

- a. Strive to resolve all formal cases filed before FY 2025, 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. Contingent on the position's availability, hire an OIP staff attorney 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 18 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.

### C. **Open Data**

#### 1. **Past Year Accomplishments**

- a. Prepared UIPA Record Request Log reports summarizing results for FY 2023 from 184 State and 84 county agencies.
- b. Distributed 21 *What's New* articles,
- c. Prepared and distributed OIP annual report.
- d. Received 162,369 unique visits from Hawai'i to OIP's website and 226,771 website page views (excluding OIP's and home page hits).
- e. Participated in data sharing task force and offered comments and suggestions for proposed data sharing policy drafts as requested by the Chief Data Officer ("CDO").

#### 2. **Year 1 Action Plan**

- a. Encourage and assist State and county agencies to electronically post open data, including the results of their Logs.
- b. Complete data collection and prepare report of the Log results for FY 2024 from all State and county agencies.
- c. Utilize Log data to develop and evaluate proposed OIP rules concerning the UIPA record request process and fees.
- d. Post information on OIP's website at **oip.hawaii.gov** to provide transparency and obtain public input on the rule-making process.

- e. Continue to support CDO as requested with data sharing questions.

**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.
- c. Continue to support CDO as requested with data sharing questions.

**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.
- b. Continue to support CDO as requested with data sharing questions.

**D. Records Report System**

**1. Past Year Accomplishments**

- a. For FY 2024, State and county agencies reported 29,751 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. During the 2024 legislative session, OIP reviewed 394 bills, monitored 151 bills and 1 resolution, and testified on 40 bills.
- b. In FY 2024, OIP opened 14 new litigation cases for purposes of monitoring court cases involving the UIPA or Sunshine Law. 16 litigation cases were closed, resulting in 23 cases that remained pending at the end of FY 2024.

**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.