

STATE OF HAWAII
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS AND OBJECTIVES
FOR THE PERIOD JULY 1, 2024 THROUGH JUNE 30, 2025

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 2026

**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 25 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 234	Central Services-Cemetery Management Office
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
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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 234	Central Services – Cemetery Management Office
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
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DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2026

Program ID/Title: AGS-101/CA Accounting System Development and Maintenance
Contact Person/Phone: Roxanne Watanabe (808)830-5011

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.
- D. 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)
 - a. Project Management of State Resources
 - b. System Scope and Requirements Definition
 - c. System Development, Installation, Configuration, and Testing
 - d. Gap Analysis and System Functional Design Development
 - e. System Process and Document Re-engineering
 - f. System Configuration Requirements Definition, Programming, and Testing
 - g. System Interface Requirements Definition, Programming, and Testing
 - h. User Manual and Training Documentation Development

- i. User Training
- j. Pilot Implementation
- k. Statewide Deployment

(1) Past Year Accomplishment

Continue to work with EFS Project Team complete SME reviews of the project proposals. Consolidate responses and review general preliminary ranking. Review data clean-up processes and business needs and workflow documentation for affected departments. Research EFS staff augmentation strategies.

(2) One Year

Complete initial Department outreach meetings to document secondary systems. Document business processes of existing systems, deprecated systems, and examine department plans for new systems and possible future modernizations.

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.

a. 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.

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 where it is current with no backlog emails.

b. One Year

Continue active participation in the maintenance and support activities of the Time and Leave System,

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

c. 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.

Develop an AI platform to help with the on-boarding and training of new staff. 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.

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.

d. 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:

- a. Comply with the Generally Accepted Accounting Principles (GAAP) and pronouncements from GASB.
- b. Include adequate accounting controls for all Statewide accounting applications.
- c. 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

a. Past year Accomplishment

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

b. One Year

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

c. Two Year

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

d. Five Year

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

IV. Performance Measures

- A. 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
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January 2026

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

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

I. Goal

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

II. Objectives and Policies

- A. 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.
- 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. The program also began collaborating with AGS 101 - Accounting System Development and Maintenance Program, develop current business processes (e.g. electronic workflow of Summary Warrant Vouchers) that will help to improve accuracy and efficiency in processing vendor payments.
 - 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. Continued collaboration with AGS 101 - Accounting System Development and Maintenance Program, develop current business processes (e.g. electronic workflow of Summary Warrant Vouchers) that will help to improve accuracy and efficiency in processing vendor payments. 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 – In collaboration with the Department of Human Resources Development, Department of Budget and Finance, Office of Enterprise Technology Services, and consultant, processed payments for the Temporary Hazard Pay (THP). This was a tremendous undertaking that required the development and testing of the HIP application that was specifically configured for THP. This was required to ensure that the payments were processed in accordance with the various Collective Bargaining Agreements, Statewide.

- 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. Unresolved THP agreements do exist and the program will have to address them once they are settled. More specifically, the Hawaii Health Systems Corporation integration of its time and leave system will require extensive testing before it can be brought live. Also, development of a process to assist the Employer-Union Health Benefits Trust Fund (EUTF) with processing their reimbursements.
- 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.

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January 2026

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 2024 ACFR including the government-wide accrual basis financial statements and the management discussion and analysis of the financial statements. The FY 2024 ACFR was issued in January 2025.

- b. The State of Hawaii received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for thirteen consecutive years, receiving its thirteenth for FY2024 ACFR, which was received recently.
- 3. One Year
 - a. Prepare FY 2025 ACFR following GASB Statements, including GASB Statement number 101 Compensated Absences and GASB Statement number 102 Certain Risk Disclosures.
 - b. Continue accounting policy and procedure changes needed to implement GASB Statements, including the accounting of Compensated Absences and inclusion of required risk disclosures and the way they are presented in the annual report.
 - c. Evaluate GASB statement number 103 Financial Reporting Model Improvements and GASB Statement number 104 Disclosure of Certain Capital Assets and their impact on the accounting policies and procedures.
- 4. Two Years
 - a. Evaluate any new GASB statements and their impact on the accounting policies and procedures.
 - b. Continue evaluation of the accounting system and preparation of financial statements under the existing GASB statements and any new GASB statements.
- 5. Five Years
 - a. Evaluate future GASB statements and the impact on the accounting policies and procedures.
 - b. Continue evaluation of the current accounting system and preparation of financial statements and make changes as needed by GASB statements.
- B. Objective/Policy #2 - Enhancements to the processing and accessing of financial information in FAMIS and the procurement and implementation of a new financial accounting system including a new Uniform Chart of Accounts.

1. Required Action - Enhancements to the processing and accessing of financial information in FAMIS requires the review of the current process and utilizing the State's intranet to improve processing and dissemination of financial information. Participation in a new financial accounting system would include assisting in the procurement, establishing requirements, evaluation of proposals, 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. Participated in the initial steps of writing the Request for Proposal (RFP) for the new accounting system.
 - b. Participated in the evaluation of proposals for the new accounting system (Enterprise Financial 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 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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Program ID/Title: AGS-104/BA-Internal Post-Audit

Contact Person/Phone: Ron T. Shiigi/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 (f).

III. Action Plan and Timetable

- A. Objective/Policy #1 – To ensure that the State's executive departments and agencies maintain the accounting and internal control systems and that the systems function effectively as designed and; as applicable to certain State departments and other entities based on State laws, to ensure that such State departments and other entities comply with the accounting and internal control

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

1. Required Actions.

- a. Define the target group.
- b. Establish for the fiscal year a plan for the desk reviews of audits of financial statements conducted by external auditors and for the financial and compliance audits to be performed by the Audit Division.
- c. Report the results of the desk reviews of the audited financial statements of departments and agencies conducted by external auditors and the audits conducted by the Audit Division.

2. Past Year Accomplishments.

- a. The target group was defined.
- b. Conducted desk reviews of 23 audits of departments and agencies performed by external auditors during the fiscal year. The Audit Division completed desk reviews of the audited financial statements and related reports of such audits. Additional information is provided in c. below.
- c. 8 of 23 departments and agencies identified 38 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. 13 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. 12 of the 13 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. 158 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 27 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 \$348,046,621, 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 were not qualifying as capital costs under requirements of HRS §46-16.8 (e) or required additional information from HART totaled \$21,313,392 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 12 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 12 audits were completed by the Audit Division during the fiscal year.
 - d. Conducted follow-up inquiries, as necessary, on the audit findings identified by external auditors and the Audit Division.
 - 3. One Year
 - a. Define the target group to be audited.
 - b. Establish a plan for the desk reviews of audits conducted by external auditors and audits to be conducted by the Audit Division.
 - c. Conduct desk reviews of audit reports of planned audits performed by external auditors and perform audits by the Audit Division.
 - d. Determine if the average number of years between audits for the target group is 6 years or less.
 - e. Conduct follow-up inquiries as to scheduled audits not completed on time.
 - 4. Two Years – Continue the implementation timetable of the first year.
 - 5. Five Years – Continue the implementation timetable of the prior years.
- C. Objective/Policy #3 – To establish verification procedures to comply with the certification requirements of HRS §40-81.5 related to the invoices for the capital costs of a locally preferred alternative for a mass transit project. As deemed necessary, based on the nature of the costs of the rapid transportation authority, develop the appropriate verification policies and procedures to determine compliance with the capital cost requirements of HRS §46-16.8 (e).
 - 1. Required Actions
 - a. Define the target group.
 - b. Develop an understanding of the accounting and expenditure processes and procedures of the rapid transportation authority.
 - c. Develop a general and detailed verification plan and related procedures for complying with the verification section of the Act.

- d. Develop the certification statement and related supporting documents to comply with the certification requirements of the Act.
 - e. Perform the verification procedures and report the results in the certification statement.
- 2. Past Year Accomplishments
 - a. The target group has been identified.
- 3. One Year
 - a. Define the target group.
 - b. Develop an understanding of the accounting and expenditure processes and procedures of the rapid transportation authority.
 - c. Develop a general and detailed verification plan and related procedures for complying with the verification section of the Act.
 - d. Develop the certification statement and related supporting documents to comply with the certification requirements of the Act.
 - e. Perform the verification procedures and report the results in the certification statement.
- 4. Two Years – Continue the implementation timetable of the first year.
- 5. Five Years – Continue the implementation timetable of the prior years.

IV. Performance Measures

- A. HRS §40-81.5 – Program has standard measures of performance based on the number of verifications and related certification statements issued for each fiscal year.
- B. Program Standard Measure – Program standard will be the completion of desk reviews of audited financial statements performed by external auditors of departments and agencies with follow-up, if necessary, by the Audit Division and the completion of planned audits performed by the Audit Division.
- C. Cost Effective Measure – Cost to conduct the audits by the program will be monitored to ensure that they are reasonable and fair and do not exceed budgeted costs and comparable audit fees.

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

January 2026

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

Contact Person/Phone: Adam Jansen/(808)586-0310

I. Goals

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

II. Objectives and Policies

- A. Collect and preserve permanent records of enduring legal, historical, or fiscal value from government agencies and private donors.
- B. Make records available for access via the internet.
- C. Develop and revise records retention and disposition schedules for the executive branch and continue to operate the State Records Center for the storage of non-current, non-permanent government records.
- D. Manage the Hawaii State Digital Archives including hardware implementation and documentation and software development to ensure the preservation and access to electronic records of long-term value.

III. Action Plan with Timetable

A. Past Year Accomplishments

- 1. Archives: Accessioned 237 cubic feet of records and special collections; retrieved 8,610 records for researchers; translated 370 pages of Hawaiian language records; serviced 4,174 researchers; scanned 87,743 images; uploaded 211,046 records for public access; and received 537,405 unique website visitors to Archives online resources.

2. Records Center: received 3640 cubic feet of records; completed 1132 records requests; 5 new schedules were created and 37 record series schedules revised.
3. Released warehouse management software to government users, 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; Barcode tagged all shelves at records center.
4. Finished digitizing master DVD copies of Stadium Authority videos that were transferred to Hawaii State Archives, with 1000 High School Events from 1991-2019 completed.
5. Digital Archives: Rolled out new version of Digital Preservation Pipeline services; improved web-based federated search to access digital archives catalog; moving the use of Artificial Intelligence into production system for increased 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 24 records series; receive 3,500 cubic feet of records; service 1,100 records requests; and coordinate destruction of expired records. Coordinate the shipment of records from the Neighbor Islands to the State Records Center. Audit collections stored in the microfilm vault and RFID tag them and update Versatile database. Fill two new archivist positions. Work with Public Works during the design phase of the State Records Center Modernization Project - shredder, freezer and controlled atmosphere chamber. Replace 1998 Astro van.
3. Digital Archives: Continue development of user interface front end, implementing new services required by State Agencies; develop and implement API to allow third party access to search and retrieval functions; 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 1,000,000 new images (records) to the Archives' website; 600,000 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 2,500,000 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 2026

Program ID/Title: AGS-131 / Enterprise Technology Services

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I. Goals

Drive strategic alignment and operational excellence across the State of Hawai‘i government by identifying, prioritizing, and advancing enterprise-level programs and technology initiatives that deliver measurable improvements in efficiency, resource optimization, and public sector transparency and accountability.

Deliver secure, scalable, and resilient enterprise IT services—including data center operations, cybersecurity, mainframe and open systems computing, telecommunications, application development, and digital platforms—to empower state agencies in achieving their current and future mission objectives through technology-enabled transformation.

II. Objectives and Policies

Program objectives are arranged by branch under proposed organizational structure:

Production Services Branch — The branch is a 24/7 operation that schedules, executes and monitors production jobs requested by State departments and agencies, prints reports and checks, as well as monitors the State networks, maintains the physical security, video surveillance, and operations of the State data center.

Systems Services Branch — Provides access management, systems programming, database management, administrative, and operational support for the enterprise shared services computing platforms such as the mainframe system, power system, backup and restore system and managed file transfer systems. The branch also maintains compliance to audit standards for these platforms based on Internal Revenue Service (IRS) Publication 1075, Social Security Administration’s Technical System Security Requirements (TSSR) and Statement on Standards for Attestation Engagements No. 18 (SSAE-18).

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

Client Services Branch — Provides systems 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 improves 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. Participated in the Annual SSAE-18 Financial

Audit. Maintained over 99% availability of the mainframe computer. Printed all reports and checks on time.

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 2025 Annual Disaster Recovery Test for the Mainframe System. Attended and provided information and audit artifacts for the 2025 Social Security Administration’s Security Assessment and the 2025 State Audit Office’s Statement on Standards for Attestation Engagements (SSAE-18) audit engagement.

Technology Support Services Branch – Launched the myHawaii Citizen Identity platform, bringing over roughly 1.8 million accounts from the former eHawaii.gov systems and enabling Single Sign-On for 102 agency applications and their customers. This platform significantly enhances user experience by providing a seamless and secure way to access state services online. Implemented passkeys as a multi-factor option for myHawaii, allowing users to use their fingerprint, face, or device Personal Identification Number (PIN) to authenticate, ensuring higher security and convenience for all users. Assisted 2 additional agencies with consolidating their domain into the state enterprise identity platform, streamlining processes and improving overall security posture.

Developed a strategic implementation plan for Microsoft G5 and Copilot, focusing on maximizing the benefits of these advanced tools for better productivity and security. Continued assisting additional agencies and users on their transition from traditional phone systems to the cloud-based telephony solution using Microsoft Teams Calling. Enabled agencies with premium eDiscovery features, providing them the ability to redact, filter, and tag the data within cases, which significantly improves data handling, compliance, and legal processes. Updated the baseline sensitivity labels for data classification within the Microsoft environment and added new ones to restrict Copilot data access, ensuring that sensitive information is appropriately protected. Refined the data retention policies within the Microsoft environment in alignment with the State Archives’ documentation and developed technical approaches for auto-labeling, which will streamline data management and ensure compliance with state and federal regulations.

Provided guidance to departments on Copilot Artificial Intelligence (AI) readiness within the Microsoft environment, which involved content access reviews,

sensitive file reports, and a series of Copilot trainings for end users. This preparation ensures that all departments are equipped to leverage AI technologies efficiently and securely. Implemented SharePoint Advanced Management for stronger centralized governance and reporting of SharePoint sites, access, and data. Assisted departments in creating and configuring Copilot Studio environments for the development of AI chatbots and agents, which will enhance service delivery and operational efficiency.

Continued expanding the use of the mobile device management platform across 14 state departments, ensuring that all mobile devices comply with security policies and protecting sensitive data from potential breaches. Implemented a new cloud backup system for data within the Microsoft environment, providing robust disaster recovery solutions. Assisted additional departments with the migration of their traditional network file servers to cloud-based storage solutions, offering enhanced flexibility, security, and accessibility. Continued adoption of a passwordless login solution for endpoints, leveraging Windows Hello for Business across more than 400 users, improving both security and user experience.

Secured additional funding for the modernization of the Government Private Cloud, while continuing to plan and design the new cloud infrastructure environment, which will provide scalable and resilient services for various state functions.

Assisted an additional agency onto the Enterprise Notification System that is used to disseminate critical information to state employees in the event of an emergency and provided training to ensure effective use of the system. Completed the migration of the remaining eSign environment to the new platform, enhancing the security and efficiency of electronic document signing across the state. Implemented a pilot for the Adobe Acrobat AI Assistant for the entire state, leveraging AI to streamline document management processes.

Published the Hawaii Electronic Information Disability Access Standards for the State, ensuring that all electronic information is accessible to individuals with disabilities. Provided statewide training in areas of website accessibility and open data, promoting inclusivity and transparency. Deployed 8 new websites for various agencies, improving online presence and service delivery. Migrated our Content Delivery Network platform to the new web application firewall and continued onboarding additional departments and websites, maintaining a secure and efficient online environment for state services.

Assisted the State Chief Data Officer in implementing an AI literacy training form onto the State's data website, enhancing the understanding and use of AI technologies among state employees. Continued to provide bi-weekly IT operations updates to IT staff statewide.

Client Services Branch — The branch assisted the Department of Labor and Industrial Relations (DLIR), Unemployment Insurance (UI) Division with the following: 1) supported 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 the 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.

The branch assisted the Department of Accounting & General Services (DAGS) with the following: 1) actively involved with the modernization of the Financial Accounting Management Information System (FAMIS) for DAGS-Accounting, 2) completed the paperless reports to SharePoint for DAGS Systems Accounting Branch for Warrant Reconciliation System, 3) provided support to Campaign Spending Commission (CSC), by assisting with campaign report filings for Candidate Committees: 500 active committees, 13 report filing deadlines and 2920 disclosure reports filed and Non-Candidate Committees: 300 active committees, 9 report filing deadlines and 2100 disclosure reports filed, 4) provided support for Datamart, by posting HIP payroll data to Test Datamart and Production Datamart each pay period and addressing issues as they arise. For the Department of Budget and Finance (B&F), Budget Program Planning and Management Division (BPPM), the branch provided support with the 2025 Executive Budget. 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 the PVL's system. They also assisted with the preparation for 4 license renewal cycles: June 2024, September 2024, December 2024, June 2025.

The branch upgraded their COBOL programs to COBOL 6.4, conducted many interviews for the Governor's Operation Hire Hawaii (OH-HI) initiative which resulted in the hiring of four new employees for CSB, and is participating in a proof-of-concept to replace the mainframe laser printers.

Enterprise Systems Branch — Built, maintained, and supported interfaces to all agency HR, Payroll, Time & Leave, and financial data sources. Successfully implemented Department of Agriculture & Biosecurity (DAB) agencies in HIP. Completed annual Federal Affordable Care Act requirements for Executive Branch, Department of Education (DOE), and Hawaii Health Systems Corporation (HHSC). Assisted Department of Human Resources Development (DHRD) with the implementation of NavRisk to process workers compensation claims and created a custom interface to HIP. Working in conjunction with DHRD, completed mass update adding transactions to process pay increases for Executive Branch employees as part of the Collective Bargaining Agreements for United Public Workers (UPW) and Hawaii Government Employees Association (HGEA). Assisted the EFS project team by reviewing the RFP and vendor responses.

Network Branch — The past year saw a major push in core network modernization and security enhancements. A critical project was successfully executed for Kaua‘i, Maui, and Hawai‘i Island, significantly enhancing network redundancy and increasing bandwidth capacity for all State agencies on these islands, resulting in more resilient and high-performance connectivity. Concurrently, we initiated a strategic migration from legacy Cisco Adaptive Security Appliance (ASA) firewalls to a next-generation Palo Alto security platform. This transition dramatically fortifies the State's security posture by introducing advanced capabilities like application-level awareness, integrated threat prevention, user-based policy enforcement, and real-time threat intelligence to proactively defend against emerging cyber threats. Furthermore, we integrated Cisco ThousandEyes to proactively detect, analyze, and troubleshoot network latency issues, a platform currently being optimized for our specific operational needs.

Ongoing efforts focused heavily on infrastructure lifecycle management and facility health. We continued to implement necessary hardware upgrades across various state facilities to both replace End-of-Life (EOL) equipment and execute system redundancy improvements, including the replacement of components identified as causes of intermittent connectivity problems. All data network work, spanning EOL replacements, problem remediation, and performance upgrades, required careful assessment of service impact, advanced notifications, and comprehensive coordination with impacted user agencies. Physical infrastructure also saw significant improvement, with a cleanup and reorganization of network cabling at several facilities to reduce confusion and enhance the professionalism of our telecom rooms. This was coupled with the development of an action plan to repair and/or replace environmental equipment (e.g., Heating, Ventilation, and Air Conditioning (HVAC), monitoring sensors) in these rooms to ensure consistent temperature regulation and equipment longevity.

Finally, the Branch made strategic investments in readiness and radio communications. We increased our investment in Starlink satellite terminals and FirstNet Compact Rapid Deployable (CRD) units to provide deployable cellular and wireless connectivity resources for emergency response. On the radio front, we continued to make steady improvements to the Radio infrastructure to ensure a stable system with strong coverage, actively maintaining and continually improving the radio infrastructure to enhance overall operational readiness.

Security Branch — In alignment with the strategic goal of moving critical infrastructure to the cloud, the Security Branch successfully migrated both the public Domain Name System (DNS) and the Asset Management system to highly available cloud-based solutions, enhancing system availability and reducing single points of failure. The team continued quarterly cybersecurity phishing campaigns across Executive Branch departments and organized threat hunting events in collaboration with security tool vendors for departmental IT administrators. The legacy Virtual Private Network (VPN) solution was replaced with a modern, more secure alternative. Additionally, the Security Branch strengthened partnerships with the Judiciary, Legislature, and the University of Hawai'i to share tools, information, and resources. Ongoing efforts included supporting departments in mitigating vulnerabilities, securing infrastructure, and assisting with the triage and management of security incidents.

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, resulting in the publishing of the 2025 Preliminary Progress Report of the State IT Consolidation plan. Continued to lead efforts on developing a final update of the plan due later this year to the legislature. Led the multi-departmental effort resulting in the updated 2025 State of Hawaii IT Strategic Plan. Worked with departments in developing and refining their own IT strategic and operational plans. 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. Continued providing solution architecture and technical architecture guidance for multiple departments in their large-scale IT procurements and projects, including DLIR's Unemployment Insurance modernization, Attorney General's Child Support Enforcement Agency's system modernization, and DAGS Enterprise Financial System project. Conducted research and analysis on other state citizen engagement services portal structures in preparation for the next phase of the State of Hawaii portal contract. Oversaw the state Independent, Verification and Validation (IV&V) of IT projects, including several key departmental IV&V initiatives.

Program Management Branch

Hawaii Modernization Management (HIMOD) Section — Over the past year, the Enterprise Financial System (EFS) project team made substantial progress in advancing the State’s financial modernization efforts. Building upon the foundation established in 2024, the team successfully released the Enterprise Financial System Request for Proposals (RFP) and continue to strengthen collaboration across the Executive Branch. This year also marked the establishment of the Business Transformation Office (BTO) within the Office of the Comptroller, which will lead the functional and change management direction of the project moving forward.

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

Request For Proposal (RFP) Development

The EFS RFP was officially released on March 31, 2025, following extensive collaboration with departments across the Executive Branch. Proposals were due on June 12, 2025, and are currently undergoing review by a Scoring Committee comprising more than 100 subject matter experts representing accounting, budget, procurement, and IT functions statewide.

The evaluation process includes multiple stages of technical and functional review, ensuring that the selected vendor demonstrates both excellence in implementation strategy and an understanding of Hawai‘i’s operational environment. The RFP represents a major milestone in the State’s modernization journey and reflects more than a year of process documentation, systems analysis, and organizational engagement.

Business Transformation Office (BTO) Transition

The Business Transformation Office (BTO) was formally established in 2025 with approval from the State Legislature. The BTO serves as the functional lead for the EFS project, focusing on business process standardization, functional design, and statewide policy alignment. The office comprises of ten staff positions transferred from ETS into the BTO. These positions include functional and organizational change management (OCM) staff. ETS continues to provide oversight, project governance, and program management support for the technical portions of the EFS project.

EFS RFP Organizational Change Management

The organizational change management team, now part of the BTO, has continued to strengthen stakeholder engagement through a series of communications, events, and initiatives. The Alaka‘i e-newsletter continues to serve as the primary outreach

channel, providing monthly updates on EFS milestones, success stories, and next steps.

The team established a monthly Bring Your Own Bento (BYOB) session to further build engagement among stakeholders and interested State employees. The BYOB sessions are an opportunity to learn more about the latest EFS developments. These informal lunchtime sessions provide an open forum for participants to ask questions directly to both the project team and executive leadership, fostering transparency and connection across departments.

EFS RFP Technical

A vendor was contracted to perform a Readiness Assessment for EFS, ensuring the State is ready for the upcoming project execution phase. This assessment identifies gaps and recommends actions to be taken, which will reduce risk and improve readiness across all areas of the EFS project.

Key deliverables include an Implementation Readiness Assessment, an Infrastructure Readiness Assessment, a Data Migration Assessment, an Implementation Strategy, a Resource Management Plan, a Vendor Partnership Strategy, Infrastructure Modernization Strategies, a Data Migration Strategy, and an Implementation Plan. These provide a comprehensive roadmap for a successful transition to the new financial system.

Hawaii Modernization Management (HIMOD) Section Professional Development

The team was provided access to an extensive online learning platform offering over 250,000 courses across technology, business, and leadership topics. This platform empowers staff to learn at their own pace, explore emerging tools and best practices, and apply newly acquired skills directly to the EFS project. The flexibility and depth of the training catalog have supported the professional growth of the modernization team and encouraged a culture of continuous learning across the organization.

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

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, and awards were presented as part of the Digital Government Summit.

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. Continue supporting the Annual SSAE-18 Financial Audit. Continue to maintain high availability of the mainframe computer. Continue printing reports and checks on a timely basis. Participate in the Proof-Of-Concept for outsourcing the printing function. Prepare for the Department of the Attorney General Child Support Enforcement Agency (CSEA) System migration off the mainframe which includes the deletion of Production jobs from the scheduling system, deletion of operations documentation, and the release of Production resources.

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 application migration assistance to mainframe application owners. Coordinate and work with application owners to decommission the Power System platform. Coordinate and work with ETS-TSSB to move the MFT-Axway application from the Government Private Cloud (GPC) to Amazon Web Services (AWS). Conduct the Annual Disaster Recovery Test for the Mainframe System. Attend and provide information and audit artifacts for the Annual State Audit Office's Statement on Standards for Attestation Engagements (SSAE-18) audit engagement.

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. Assist additional departments and offices with their requests to implement Teams Calling and build additional resilience into the calling infrastructure. Increase the ROI of the Microsoft and Adobe licensing investments.

Research and test generative AI products as they are made available to the state. Continue working with the departments to expand the citizen identity solution and evaluate fraud protection and identity-proofing services. Continue hardening and enhancing the state's Active Directory infrastructure. Continue adoption of the mobile device management platform across the departments. Develop an enterprise device management strategy.

Continue building out the new Government Private Cloud environment and networking infrastructure within the commercial public cloud and establishing a direct connection to the local zone within the on-island datacenter. Complete the migration of servers within the Government Private Cloud to the new GPC environment and decommission the old environment and hardware.

Implement a statewide accessibility training program. Research and strategize migrating the website hosting platform to a managed hosting service for better reliability. 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.

Expand the service catalog and knowledgebase and promote additional customer self-service capabilities. Rebuild the ETS employee onboarding and offboarding process within the Service Desk platform. Complete the Windows 11 upgrade and PC hardware refresh project for ETS. Continue assisting with the Act 179 IT Consolidation working committee to meet the requirements of the act. Plan and provide support for the 2026 Primary and General election.

Client Services Branch — Upgrading applications to use the latest versions of COBOL, CICS, and Natural/ADABAS software. Continue to support 1) the modernization of the Labor Systems for DLIR-UI, 2) modernization of the FAMIS System for DAGS Accounting Division, 3) participate in a proof-of-concept to replace the mainframe laser printers, 4) maintain CSC applications and servers during the upcoming 2026 Election Year and assist as they prepare to migrate to a new vendor system by the end of 2026, 5) provide support for the B&F Statewide Budget applications and server during the 2026 Supplemental Budget. Transition

CSC, Office of Information Practices (OIP), Paper Reduction, and Statewide Budget's GPC servers to AWS. Find a replacement or rewrite the OIP application. Rewrite other internal Access systems to utilize more modern technology.

Enterprise Systems Branch — Maintain and support the Enterprise Human Resources, Payroll, and Time and Leave systems including interfaces, reporting, security, and transaction processing. Improve upon current processes for transaction efficiency and data use by applying scheduled minor application releases. Assist with integrations to/from Hawai'i Information Portal (HIP) with the Hawaii State Hospital's new UKG system deployment. Enable Single Sign-On for the Department of Education. Upgrade HIP to the latest PeopleTools and Application release. Hire and build out HIP Service Center to help support ongoing issues, find business process efficiencies, and assist with EFS integration design. Transition to new recordkeeper for the State's mandatory PTS Deferred Compensation Retirement Plan. Standardize testing plan and processing for system upgrades and mass updates. Customize current EEO-4 State and Local Government Information Report to align with the US Equal Employment Opportunity Commission (EEOC) demographic race/ethnicity and sex categories. Research and development of DHRD Employee Personnel Action Report (EPAR) into HIP Self Service to grant employees access online. Work with Office of Hawaiian Affairs (OHA) to transition their department reorganization into HIP. Assist the EFS team by reviewing vendor responses and data requests for integration points. Design integration specifications between HIP and EFS.

Network Branch — The Network Branch's one-year action plan is strategically focused on enhancing operational resilience, security posture, and infrastructure management. Key priorities include operational modernization and increasing visibility. The Branch will implement network monitoring and visibility software for ETS and make it available for optional use by all state departments. To ensure around-the-clock service, the team will research the possibility of contracting for a 24x7x365 Network Operations Service.

To establish a strong foundation, the Branch will hire a Network Architect and conduct a foundational audit by developing a comprehensive inventory of all network assets. This inventory will detail software versions, as well as crucial End-of-Life (EOL), and End-of-Service (EOS) data for lifecycle management. Simultaneously, the Branch is committed to bolstering security by assisting the Security Branch with the rollout of the Google SecOps SIEM platform. We are also initiating the implementation of a DevSecOps culture that integrates Artificial Intelligence and security directly into the daily operations of the Network Branch.

Infrastructure and human capital development are also critical focus areas. We will develop a workforce development program to provide training to State staff on the various network platforms. We will also establish a collaborative plan with DAGS to effectively manage and maintain our MDF (Main Distribution Frame) and IDF (Intermediate Distribution Frame) facilities. MDF and IDF are critical components in network infrastructure, serving distinct roles in managing and distributing network connections.

Finally, the Branch aims to expand the radio microwave and land mobile radio networks by adding new sites through cost-free interagency agreements, ensuring the continued maintenance of existing radio facilities and infrastructure.

Security Branch — The Security Branch is replacing its obsolete Security Information and Event Management (SIEM) system with a modern, cloud-based solution that leverages Artificial Intelligence and Machine Learning for enhanced threat detection. Migration to a new Endpoint Detection and Response (EDR) solution is ongoing, and a new Managed Detection and Response (MDR) vendor has been selected to support this EDR platform, providing 24/7 monitoring of security alerts. Plans are also underway to migrate the internal on-premises Domain Name System (DNS) to a cloud-based solution and to replace the outdated Intrusion Prevention System (IPS) with a more advanced version. Additionally, the Security Branch continues to expand the Cybersecurity Education Program and to establish a new Risk Mitigation section to further strengthen the Executive Branch’s security posture.

Enterprise Architect Branch — Implement IT Consolidation Plan activities. 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 DAGS EFS and B&F budget management system. Continue planning and strategy refinement for procurement of the next phase for the Statewide Internet Portal provider.

Program Management Branch

Hawaii 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 2025 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. 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 IV&V projects at the top level. Overall, the PMO will function as a supportive, information driven entity, adapting its services to meet the evolving needs of the organization.

Two Years

Production Services Branch — Maintain effective and efficient day-to-day operations of production job execution and monitoring of the State network. Continue supporting the Annual SSAE-18 Financial Audit. Continue to maintain high availability of the mainframe computer. Continue printing reports and checks on a timely basis. Start the outsourcing of the printing function. Prepare for the Department of Labor and Industrial Relations Unemployment Insurance Systems migration off the mainframe which includes the deletion of Production jobs from the scheduling system, deletion of operations documentation, and the release of Production resources.

Systems Services Branch — Continue to provide technical assistance to the executive departments in executing plans to modernize applications hosted on the Mainframe System platform. Extend the Mainframe Managed Hosting Services to provide continuity of application hosting services until all modernization plans are completed. Coordinate and work with DHS to move off the MFT-Cyberfusion application from the mainframe to an appropriate platform. Conduct the Annual Disaster Recovery Test for the Mainframe System. Attend and provide information and audit artifacts for the Annual State Audit Office's Statement on Standards for

Attestation Engagements (SSAE-18) audit engagement and the IRS Triennial Security Assessment.

Technology Support Services Branch – Optimize server resources and costs in the Government Private Cloud. Continue to develop cloud governance and build out automations to administer the GPC. Advance the skillsets of the GPC support team while leveraging managed support services for additional coverage and support. Continue to build out the on-island network and infrastructure to improve the redundancy for the GPC. Maintain and further enhance the State’s enterprise identity infrastructure and citizen identity platform. Implement identity verification capabilities and authentication support for verified digital credentials within the myHawaii 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. Continue supporting digital accessibility initiatives. 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 support the modernization of the FAMIS System for DAGS Accounting Division. 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 and PeopleTools upgrades for HIP Enterprise Payroll, Human Resources, and Time and Leave applications for all departments and agencies. Work closely with EFS implementation team to build out integrations between HIP and EFS.

Network Branch — The two-year action plan for the Network Branch centers on stabilizing and modernizing core network infrastructure while achieving full operational maturity. The primary focus on infrastructure lifecycle management involves two critical parallel efforts: developing and executing a comprehensive plan to replace all End-of-Life and End-of-Service equipment on the State Network, and simultaneously establishing a continuous plan to keep the software versions of all network devices current. Additionally, the Branch will fully implement the plan to manage and maintain the crucial MDF and IDF facilities established during the first year.

In terms of operational and security maturation, the Branch will achieve key milestones started in the first year. This includes the full implementation of the 24x7x365 Network Operations Service to guarantee continuous monitoring and

support. A core goal is the full integration of a DevSecOps culture across the Networking Branch, ensuring that Artificial Intelligence and security are deeply embedded in daily operations. Furthermore, the Branch commits to improving communication and coordination across all state departments regarding network infrastructure changes and status.

To support this expansive work, the Branch will hire four new network staff and fully implement the workforce development program for the training of state personnel on various network platforms. Strategically, the two-year plan culminates in the vital mission to transition First Responder Agencies still using solitary systems onto HIWIN. This strategic move will significantly improve response times for first responders during natural disasters by leveraging HIWIN's interoperable communications and ubiquitous statewide coverage.

Security Branch — Prioritize Cybersecurity initiatives based on their level of risk and potential impact. Continue development of the Cybersecurity Education and Risk Mitigation programs to strengthen the overall security posture of the Executive Branch. Additionally, continue building and maintaining strong partnerships with federal, state, and local infrastructure stakeholders to advance a Whole-of-Community approach to cybersecurity.

Enterprise Architect Branch — Implement IT Consolidation activities. 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. Implement next phase for the Statewide Internet Portal provider.

Program Management Branch

Hawaii Modernization Management (HIMOD) Section — Within three years, the State will launch the first version of the Enterprise Financial System, 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 — The Project Management Office 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. Continue supporting the Annual SSAE-18 Financial Audit. Continue to maintain high availability of the mainframe computer. Prepare for the Department of Accounting and General Services' Financial Accounting and Management System (FAMIS) migration off the mainframe which includes the deletion of Production jobs from the scheduling system, deletion of operations documentation, and the release of Production resources.

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 migrated to other computing platforms. Coordinate and work with all mainframe users that require access to City and County mainframe to move off the Host-On Demand application from the ETS mainframe to an appropriate platform. Conduct the Annual Disaster Recovery Test for the Mainframe System. Attend and provide information and audit artifacts for the Annual State Audit Office's Statement on Standards for Attestation Engagements (SSAE-18) audit engagement and the Social Security Administration's Triennial Security Assessment.

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, exploring multi-cloud strategies. Maintain and enhance the enterprise identity infrastructure and the citizen identity program. Continue to implement and enhance IT Service Management processes. Focus on improving the efficiency and effectiveness of the ETS Service Desk to

provide higher service levels. Develop strategies to ensure the seamless operation of all IT services across the departments, ensuring that the technology infrastructure remains robust, secure, and capable of supporting the state's evolving needs.

Client Services Branch — 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 project. Service Center support of Tier 1 and Tier 2 response for HIP.

Network Branch — The Network Branch's five-year strategic vision is centered on delivering a robust, high-performance communications infrastructure for the State. This long-term objective includes a primary focus on the fundamental improvement of the state's communication networks by implementing projects that ensure both high-speed connectivity and critical network redundancy across the entire enterprise.

A major goal over the five-year period is achieving full operational maturity by evolving the Branch's culture and processes. This involves developing and implementing a truly modern DevSecOps culture that fully embraces cutting-edge technologies like Artificial Intelligence, automation, and Continuous Improvement / Continuous Delivery methodologies. The ultimate objective of this strategic transformation is to provide a significantly higher service level to all users of the State of Hawaii network services.

Finally, the long-term plan targets a major enhancement in public safety communication. This will be realized by implementing large-scale radio microwave and LMR network projects designed to affordably provide the entire state with ubiquitous, interoperable radio coverage.

Security Branch — Reduce risk to the state's infrastructure and data by modernizing systems to support secure digital services and phasing out outdated legacy technologies. Leverage Machine Learning and Artificial Intelligence to automatically triage security incidents, enabling faster response times and minimizing the need for manual intervention.

Enterprise Architect Branch — Complete implementation of IT Consolidation Plan activities. 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 next phase of architecture for the Statewide Internet Portal provider.

Program Management Branch

Hawaii 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 — The Project Management Office will aim to position itself as a key resource for project management, organizational transformation, and strategic decision-making. 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)

- a. Production jobs executing as scheduled.
- b. Number of new and/or improved application services implemented, adopted, and used.
- c. Number of requests completed within timeframe.
- d. Time to respond to help desk and assistance center inquiries.
- e. Average incident response time for system and network outages.

- f. Average time to review and approve IT spending request.

Program Standard measure

- a. Timely reporting of network outages to the appropriate staff, ensuring the State data center is operational.
- b. Ease of use and delivery of modern flexibility.
- c. Collection of IT roadmaps from all applicable departments and continuous refinement.

Cost Effectiveness measure

- a. Return on value and total cost of ownership.
- b. Alignment to IT roadmap and Operational Expenditure Plan.
- c. Cost-efficiencies achieved through IT governance and road mapping processes.

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

January 2026

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

Contact person/phone: Tracy Kitaoka/(808)586-0550

I. Goal

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

II. Objectives and Policies

- A. Identify and analyze the State's loss exposures to determine risks that should be self-insured versus commercially insured and purchase applicable Statewide property, liability, cyber and crime insurance policies at cost effective terms.
- B. Coordinate loss control and cost containment activities to minimize accidental and fortuitous losses.
- C. Settle informal tort claims (up to \$25,000), adjust automobile claims (up to \$25,000) and property losses fairly and promptly.
- D. Manage the Risk Management revolving fund to assure the availability of funds for the purchase of insurance policies, payment of self-insured and insured losses, and other administrative costs of the risk management program.
- E. Operate and maintain a risk management information system with current information to identify and analyze loss exposures to determine frequency and severity of losses, to forecast losses, and to determine the most economical method of financing losses.

III. Action Plan with Timetable

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

Past Year Accomplishments

1. Purchased property insurance policy with fire, named windstorm, earthquake, and flood limits of \$200 million per occurrence. The premium was \$32.9 31.5 million, an increase of \$1.4 million from FY 24. 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 not purchased. The premiums decreased from \$3.7 million in FY 24 to \$0 in FY 25, a decrease of \$3.7 million. The crime insurance policy was purchased with the same limits as FY 24; \$10 million per occurrence. The premium was \$121,906 124,394 in FY 25, a decrease of \$2,488 from FY24.
2. Continued with the fixed fee contract with Marsh USA, Inc. A new agreement is a four (4) year term with annual fixed fee with one (1) additional twelve (12) month periods to be negotiated. Currently, the State is in its eighth year with Marsh. The current contract is for an annual fixed fee of \$1,329,842.40 plus a “not to exceed” supplemental contract for \$750,000 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 693 Statements of Self-Insurance for various agencies which facilitated the use of non-State facilities or equipment, an increase of 76 from FY 24. 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 database
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 58 tort claims in FY 25, a decrease from FY 24 (23), and received 164 pothole claims (included in the tort total) in FY 25, a decrease from FY 24 (136).
2. The program received 305 claims from auto accidents in FY 25, an increase from FY 24 (34).
3. The program received 77 property claims in FY 25, a decrease from FY 24 (2).
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 DOE and OHA 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 \$17 million additional GF as the annual appropriation since insurance policy costs have increased accordingly.
2. Continued the methodology of the cost allocation process.

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 and provided a report that addresses its risk management database issues.

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 2026

Program ID/Title: AGS-211/HA-Land Survey

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

I. Goal

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

II. Objective and Policies

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

III. Action Plan with Timetable

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

1. Required Action

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

2. Past Year Accomplishment

Despite limited staff, 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. Improve online access to maps by developing a Geographic Information System (GIS) based website.

2. Past Year Accomplishment

Approximately 2,500 survey maps, descriptions, and related documents were scanned. Staff procured and attended customized Web GIS training.

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. Develop, test, and implement GIS based website.

- 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. Continue to add maps to the GIS based website by populating spreadsheet with map information and uploading the spreadsheet to the GIS based website.

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 2026

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 Hawaii (SAH), the American Council of Engineering Companies of Hawaii (ACECH), City and County of Honolulu Department of Planning and Permitting, and other government agencies to share information and update parties on policies and procedures regarding design and construction matters.
- c. Objective #1.3 – Implemented 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 2025.
 - b. The following energy efficiency/conservation related projects were in construction during FY 2025 and incorporate LEED Silver performance goals:

i. Wahiawa Civic Center, Oahu

Keaau Mountain View Public Library

- 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 2026

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.
 - Continued 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 Hawaii Compliance Express (HCE) compliance before leases are executed, renewed, terminated, or sold, to prevent delays in document and payment processing.

- Initiate procedural improvements to the policies and procedures to increase effectiveness and to ensure consistency with the policies of DAGS Administrative Services Office, DAGS Accounting Division Pre-Audit Branch, and the Department of the Attorney General Land Division Office.

Initiate the transfer of space computation functions from PWD Planning Branch to Leasing Services Branch.

- 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.
- Filled the vacant Account Clerk position.
- Filled one of the two vacant Drafting Technician positions.
- 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 next 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 2026

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

Contact Person/Phone: James Kurata / (808)831-6733

I. Goal

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

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:

Evaluate, establish and implement a customer satisfaction index for level of cleanliness in the facilities to index with a nationally established occupant satisfaction index.

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.

Evaluate consultant's rating and semi-annual customer satisfaction surveys for all buildings on Oahu with custodial staff.

- D. Continue to update and improve the CSD Supplies Inventory Management system to efficiently track supplies inventory and usage.
- E. Develop alternatives to better coordinate repair requests with trades staff from the Building Repair and Alterations Program.
- F. 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.

- G. 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. Previous Year's Accomplishments towards Meeting Goals and Objectives

1. The Custodial Program continued to evaluate its semi-annual surveys rating from building occupants to grade its performance rating status.
2. Despite vacancy challenges due to transfers, retirement, financial limitations and increase of vandalism to our properties, the custodial program has maintained its mission to deliver services.
3. 80% of re-keying of the facilities was completed.
4. Implemented the inspection checklist for worksites by Janitor III's and to standardize work methods and procedures.
5. Continued to develop the in-house training program for the custodial staff with a dedicated project owner for the training program (new permanent hire, Management Analyst I).
6. Systematically replaced aging custodial equipment and updated defective fire protection devices within assigned DAGS facilities.
7. Provided 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.

B. One Year

1. Continue 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. Continue electronic custodial inventory supplies program as part of an on-going efficiency program.

C. Two Years

1. Increase participation and improvement of the custodial staff skills in accomplishing minor building repairs, such as lamp replacement, tightening loose nuts and bolts, and replacing ceiling tiles reachable with a 6-foot ladder.
2. Add the Custodial Program to the existing work order request system centralized communication for building occupants and CSD staff.
3. Implement the collaboration of all CSD programs to develop a cohesive and efficient Central Services Division.

D. Five Years

1. The program will continue to refine objectives that were previously identified, such as professional development of custodial staff, increasing performance rating status, and the streamlining of procedures to reduce paperwork.
2. The program will follow-up on unfinished objectives and any new initiatives that may be identified. As needed, priority items will be expedited.

IV. Performance Measures

A. Customer Satisfaction Measure

Semi-annual 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 are addressed.

B. Program Standard Measure

Standards and practices comparable to the National Association of State Facilities Administrators and Association of Physical Plant Administrators or similar will be developed and monitored through internal staff inspections. CSD Custodial Program is using the Core America recognized APPA standards as our measuring standard. Areas of concern will be corrected through established response criteria.

C. Cost Effectiveness Measure

Public sector costs and standards will be considered to review 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 2026

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

Contact Person/Phone: James Kurata / (808) 831-6733

I. Goal

The Grounds Program strives for timely, efficient, and quality services for tree trimming, grounds landscaping, and refuse pickup services, while seeking the feedback needed to improve its services to public users and occupants of assigned buildings and grounds.

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 landscaping, tree trimming and refuse services for assigned facilities.
- B. Review the Grounds Program assessment 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. Routinely revisit and improve the training program for grounds staff to assure safe and proper operations of power equipment, hand tools and personal protection equipment.
 - 6. Ensure that supervisors monitor tree-trimming contracts to ensure that contractors follow all safety requirements and full completion of the scope of work within the contract in 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. 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 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. Grounds and R&A collaboration repaired non-functioning irrigation systems at seven buildings in the Capitol District 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 2026

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

Contact Person/Phone: James Kurata / (808) 831-6733

I. Goal

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

II. Objectives and Policies

- A. Maintain an 80% or higher customer satisfaction rating as measured through quality assurance checks for scheduled minor repairs and for staff initiated major repairs (Central Services trade crews and maintenance service contracting).
- B. Evaluate the current facilities condition rating system and adjust or revamp the system to index the scoring to align with an established occupant satisfaction index.
- C. To meet the stated goals and objectives, the program will initiate new components and continue to implement the following:
 - 1. Initiate and implement an open ended preferred small contractor contract with a pool of B and C licensed contractors to efficiently complete repair and alteration items requiring effort above the in-house resource levels.
 - 2. Annually, complete up to \$300,000 of in-house repairs.
 - 3. Continue to utilize service contracts to perform scheduled maintenance and repairs of building systems in assigned facilities statewide.
 - 4. Continue to re-develop a comprehensive facilities maintenance plan, through re-tooling the asset management program, to better prioritize and initiate major repair projects in assigned public buildings, libraries, and health centers statewide.
 - 5. Continue to work with Building Coordinators and Custodial Program's Building Managers to efficiently coordinate minor and emergency repairs.

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

III. Action Plan with Timetable

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

A summary of activities follows:

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

B. One Year

1. Continue identifying energy efficient projects per the requirements of Act 96, SLH 2006, which mandates and focuses the state's efforts on energy efficiency, conservation, and energy alternatives.
2. Continue creating and updating the procedures to collect, prioritize and manage our assets and repairs backlog information to expend resources and funds efficiently and effectively.

3. Initiate and collaborate with other State Agencies to increase the efficient use of the Mapunapuna Base Yard.

C. Two Years

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

D. Five Years

1. The program will continue to identify facility funding needs, on a five--year cycle, to -retro commission all DAGS facilities, on Oahu, per the requirements of Section 11 of Act 155, as amended in SLH 2009.
2. Utilize the work order and asset management systems to effectively manage our assigned State facilities.
3. Maximize the use of the DAGS Mapunapuna and adjacent DOT Base Yards to best service our building occupants and visitors.

IV. Performance Measures

A. Customer Satisfaction Measure

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

B. Program Standard Measure

Standards and practices comparable with 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 2026

Program ID/Title: AGS-234/CS-Central Services -Cemetery Management Office

Contact Person/Phone: James Kurata / (808) 831-6733

- I. Goal
 - a. Establish the purpose, role and functions of the DAGS Central Services Cemetery Management Office in alignment with the DAGS mission and vision.
- II. Objectives and Policies
 - a. Consolidate archived burial records into a Relational Database (RDB) type application.
 - b. Consign a service to perform archival data compilation on historical burials.
 - c. Establish community presence to communicate affirmative initiatives.
 - d. Document objectives and policies for Oahu cemetery administration.
 - e. Extend methodology to Kauai, Maui and Hawaii Island state administered cemeteries.
- III. Action Plan with Timetable
 - a. Layout expenditures for balance of FY2026 in Q2 2026.
 - b. Establish direction and purpose for the Cemeteries Program in Q3 2026
 - c. Establish property maintenance services performed through CSD funded through the Cemetery Program in Q3 2026.
 - d. Launch a RDB solution for burial record archival by Q4 2026.
 - e. Partner with a service to populate RDB and exhaust research on unknown burials and next of kin for those with no recorded relatives by Q4 2027.
 - f. Track expenditures and establish program structure for 2027 budget planning
 - g. Have strategic options for 2027 budget submission.
- IV. Past Year's Accomplishments toward meeting goals and objectives
 - a. Two Waianae sites added to the Cemetery program properties.
 - b. Maintenance services performed by DAGS Central Services Custodial and Grounds programs for all cemetery sites with no incremental manpower and budget.
- V. A summary of activities follows:
 - a. One Year: Launch program
 - b. Two Years: Community awareness
 - c. Five Years: Consolidate properties and assimilate remaining properties into local communities.
- VI. Performance Measures
 - a. To be determined.

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

January 202

Program ID/Title: AGS 240/JA-State Procurement

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

I. Goals

The goals of the State Procurement Office (SPO) are to best serve the taxpayers of Hawaii and stakeholders in State and County agencies by providing effective and efficient procurement and inventory management practices, with quality, timeliness, maximizing competition, and maintaining integrity. Other goals of the SPO are to achieve the greatest value from procurement resources while creating a procurement environment and framework which nurtures a strong vendor community and peak vendor performance; to uplift the procurement career field across the State with a training and certification program, toward enhancing the services and products provided to the citizens of the State of Hawaii, protect taxpayers' monies, and successfully implement programs.

Mission: The SPO acts as a strategic partner to foster public confidence by promoting procurement 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 Hawaii develops a proficient workforce of procurement professionals who expend public funds in a manner that is compliant with applicable statutes, rules, and policies.
- Subject to appropriated funds, begin to create a Hawaii State Procurement Certification process that will guide the career field within the State and to allow for certified levels of trained procurement professionals.
- Expand the offering of procurement classes to enhance professional development. Statewide procurement training and future certification are a vital tools 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 Hawaii. Not only will this create a more responsive vendor market, but it will also give the State meaningful business analytics on the state of procurement across Hawaii.

C. Purchasing Card (pCard) Program

- Provide a robust program for the State of Hawaii that will allow the State to manage the purchasing card program and individual departments to 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.

- Continue to add portfolios to increase types of commodities and services to be included in the eMarketplace, enhancing its diversity and comprehensiveness to cater to a broader audience and meet various needs.
- 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, Hawaii Public Procurement Code, and 103F, Purchases of Health and Human Services, the SPO shall continue to actively participate in the legislative process by preparing legislation and advising on revision to the procurement code.
- Review bills during each legislative session and provide guidance to properly implement the provisions of the legislation through drafting of administrative rules.
- Oversee other aspects to ensure that all procurement is conducted in compliance

with the Hawaii Public Procurement Code, such as conducting investigations due to public complaint, reviewing Hawaii Product applications, creating contract log statistics for the Executive Department; developing Protest Statistics, and processing Chief Procurement Officers requests for approvals for Sole Source, Procurement Exemptions, Emergency Procurement, Restrictive Specifications, Contract Extensions, Procurement Violation Investigations, Delegation and Training, Contractors Suspension and Debarment and Hawaii Compliance Express.

- Develop guidance and administrative rules to implement a past performance database for Competitive Sealed Bids, Competitive Sealed Proposals, and Sole Source Procurement.
- Continue reviewing Hawaii Administrative Rules (HAR), specifically HAR 3-120 through 3-131, and HAR 3-140 through 3-149, for clarity, consistency and compliance with procurement statutes and best practices.
- 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, Hawaii Health Systems Corporation, Office of Hawaiian Affairs, and University of Hawaii, to ensure conformance to the requirements of the rules and policies and procedures pertaining to proper disposal of State property.

G. Travel

- Provide consistent policies and procedures for coordination and arrangement of travel for authorized business travel.

- Assist, guide, and train state personnel relating to travel coordination and arrangements.
- Conduct procurements relating to travel including car rental, and inter-island airfare.

H. Agile Acquisition

- Research and support agile acquisition initiatives that streamline processes and create a more efficient and effective procurement system that best 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 Hawaii and support innovative, sustainable programs that enhance the lives of the people of Hawaii.

I. Small Business

- Support Hawaii's economic growth by promoting and increasing small business participation in state contracting through outreach, advocacy, education, certification, and compliance of HRS Chapter 103D Part IX, Assistance to Small Businesses.
- Create, develop, and implement strategies to ensure that small businesses, including businesses owned by veterans, Native Hawaiians, and women, are able to effectively participate in small business contracting opportunities within the State.
- Develop a comprehensive list of registered Hawaii small businesses to be accessed by all interested agencies and vendors to enable small business participation in state contracts, including in set-asides and as subcontractors on large contracts.

III. Action Plan with Timetable

A. Procurement Training

1. Past Year Accomplishments

- a. Continued on-demand training, including an in-person conference open to procurement professionals across the state.
- b. Reviewed and updated training class descriptions/synopsis.
- c. Reviewed and updated training materials, forms, and website.
- d. Updated Users Guide on HANDS for statewide Past Performance Database

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. Continue review of Hawaii Administrative Rules 3-122 to incorporate statutory changes.

3. Two Years

- a. Complete basic training on procurement life cycle and create Reference Library Structure.
- 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. Rolled out new Aloha eBUYS Marketplace with Pilot Teams.
- b. Rolled out Aloha eBUYS Solicitation, Bids, Contract Lifecycle Management Module with Pilot Teams
 - 1. c. Enhanced HlePRO by fixing solicitation viewable to public after BAFO closed, updating place on hold functionality, adding award cancelled e-mail, adding DLNR Divisions, and adding history tab to vendor profiles.

2. One Year

- a. Launch Aloha eBUYS Marketplace for all Executive Branch Departments
- b. Launch Aloha eBUYS solicitations, bids and Contract Lifecycle Management module

for all Executive Branch Departments

- c. Complete review of additional eProcurement functionality needed and new technologies in eProcurement.
- d. Create training for user agencies and vendors for the eMarketplace.
- e. Continue to develop Aloha eBUYS by expanding the catalog and increase participation from jurisdictions.
- f. Implement new process and functionality to HCE for IRS Compliance

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 170 legislative bills and resolutions that affected procurement during the 2025 Legislative Session.
- b. Responded to Chief Procurement Officer requests which are submitted by the Executive Branch. Total number of requests reviewed 601: 66 Procurement Violations; 16 Protest submittals (SPO-043) and 491 Chief Procurement Reviews (CPO) consisting of Sole Source Requests, Procurement Exemptions, Emergency Procurement requests, Restrictive Specifications, Contract Extension Requests, unblocking of pCard purchases, and 23 requests for public records (OIP).
- c. Provided guidance through Procurement Circulars. Procurement Circulars issued in FY25: 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. Continued to provide guidance for submitting contractor information on Past Performance Database.
- f. Present proposed amendments to HAR §3-122 to the Procurement Policy Board for concurrence/approval.
- g. Fill Small Business Procurement Coordinator position in accordance with Act 168, SLH 2022.

2. One Year

- a. Oversee the Small Business Procurement Coordinator, working with the small business consultant, to implement outreach strategies for the small business community.

- b. Continue reviewing requirements documents and associated rules towards the enhancement of the past performance database.
- c. 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.
- d. Continue to review legislative bills and develop testimonies on legislation that affect Chapters 103D and 103F, HRS.
- e. Continue to respond and make recommendations to Chief Procurement Officers requests, which are submitted by the Executive Branch.
- f. Continue to provide guidance through Procurement Circulars.
- g. Continue to process SPO-043/ Report of Procurement Protest Form.
- h. Continue to respond to questions from government agencies and the public on Hawaii Compliance Express requirements.
- i. Notify all Agencies and CPO Jurisdictions through Procurement Circulars regarding vendors who have been suspended or debarred, including the duration of each suspension. On behalf of DLIR, issue Procurement Circulars to inform Agencies and CPO Jurisdictions of vendors suspended under Section 104, Wages and Hours of Employees on Public Works.
- j. Continue to consult with other departments and agencies regarding implementation of procurement policy.
- k. Continue to review, HAR 3-122 to 3-131 for clarity and consistency. Collaborate with the Department of the Attorney General Office as necessary.
- l. Continue to present proposed amendments to Hawaii Administrative Rules (HAR) §3-122 through §3-125 to the Procurement Policy Board for concurrence/approval

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 3-122 to HAR 3-127. Send to the Department of the Attorney General office for review and present proposed amendments 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 HAR 3-122 to HAR 3-131. Present revisions to the Procurement Policy Board and conduct public hearings on proposed revisions.
- h. Continue oversight of the implementation of Small Business Procurement Program.

D. Inventory

1. Past Year Accomplishments

- a. Processed 1204 state property transfers valued at \$9,112,607.26
- b. Processed 22,124 inventory transactions.
- c. Processed addition inventory transactions valued at \$525,227,208.90.

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.
- b. Managed corporate airline programs involve organizing and overseeing air travel arrangements and ensure policy compliance.

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. Work on new travel procedures to align with updated Bargaining Unit Contracts
- d. Work with Comptroller's Office and DAGS Accounting to update HAR §3-10 language
- e. Work with University of Hawaii to transition to the State of Hawaii pCard Contract

3. Two Years

- a. Update on-demand training.
- b. Coordinate with DAGS Accounting with the new Financial project which may include a Travel Expense Reporting Component.

4. Five Years

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

F. Agile Acquisition**1. Past Year Accomplishments**

- a. Provided all State and County employees with government email domains access to resources and guidance through the Sustainable Purchasing Leadership Council (SPLC) for Hawaii's transition towards a sustainable future. Sustainability guidance 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.
- d. Address accessibility requirements that impact procurement.

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.
- b. Hold inaugural procurement updates event, SPO Hō'ike. Event will also include a meet and greet for suppliers and local government procurement professionals.

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.

4. Five Years

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

F. Small Business**1. Past Year Accomplishments**

- a. Hired Small Business Procurement Coordinator and re-established the Small Business Initiative.
- b. Activated the Small Business Office, operated by the small business consultant, to support the Small Business Procurement Coordinator in implementing the goals and objectives of the initiative.
- c. Expanded the statewide small business database in HANDS.

- d. Created a Hawaii Small Business Office website (www.hawaiismallbusinessoffice.org) to provide resources and tools for small businesses.
- e. Developed a monthly newsletter to keep the small business community informed of current small business events.
- f. Participated in training workshops and outreach activities to foster direct engagement and educate small business owners on navigating state procurement processes.
- g. Conducted two statewide surveys that collected data from small businesses and government procurement personnel to aid in drafting HAR §3-127 for Assistance to Small Businesses.
- h. Research and development of Draft HARs for Assistance to Small Businesses, subject to approval by the Procurement Policy Board.

2. One Year

- a. Develop Small Business Initiative into a permanent Small Business Procurement Program to foster equitable access to procurement opportunities for small and local businesses across Hawaii and encourage participation in state small business contracts.
- b. Gather feedback and write revisions of Draft HARs for Assistance to Small Businesses.
- c. Develop small business database in HANDS into a comprehensive list of registered Hawaii small businesses.
- d. Aggregate all small business resources and materials from around the state and present them in an accessible format on the Hawaii Small Business Office website.
- e. Continue monthly small business newsletter and participation in training workshops and outreach activities.

3. Two Years

- a. Obtain Procurement Policy Board approval of HAR for Assistance to Small Businesses, fulfilling HRS §103D Part IX.
- b. Create, develop, advertise, and encourage participation in workshops, seminars, and training to promote implementation of new HARs.
- c. Grow list of registered Hawaii small businesses.
- d. Continue monthly small business newsletter and participation in training workshops and outreach activities.
- e. Review draft Hawaii Administrative Rules for Assistance to Small Businesses.
- f. Develop Small Business Initiative into a permanent Small Business Procurement Program.

4. Five Years

- a. Rollout and implementation of HAR for Assistance to Small Businesses.
 - i. Provide in-person training workshops for agencies and vendors.
 - ii. Publish online video training resources agencies and vendors.
- b. Produce, publish, and disseminate training materials to inform agencies and vendors of new HAR and other small business programs and opportunities.

- c. Continue to provide outreach and support for small businesses interested in state and local government contracting.

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

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

January 2026

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 2025 - Acquisition Cost of Surplus Property Transferred to Donees is \$4.5 Million.
 - b. FY 2025 - Service & Handling fee of Surplus Property Transferred to Donees is \$418,493
 - c. FY 2025 Public Auction proceeds:
Transportation Security Administration - \$52,271.67
State - \$38,123.95
GSA - \$9,683.00
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. Continues to 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 5 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 6 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 2026

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. Commence of telematics in AMD fleet vehicles improving asset management.
- 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 2026

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.

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.

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 2026

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 four (4) 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) extended the pay-to-play state and county government contractor ban to grants-in-aid recipients as well as officers and immediate family members of the government contractor/grantee; (3) prohibited elected officials from accepting and soliciting contributions during legislative session; and (4) escheated any excess cash contribution over \$100 to the Hawaii Election Campaign Fund if not returned to the contributor within 30 days. Notably, all four bills were previously introduced in the 2024 legislative session. The Commission will continue its efforts to advocate for these bills in the future.

Two (2) 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 19 (S.B. 1202), RELATING TO CAMPAIGN FINANCE
Effective 4/22/25, under Hawaii Revised Statutes (“HRS”) §11-381(a)(1), candidates are permitted to use campaign funds to pay for childcare and vital household dependent care costs that would not have been incurred but for the candidate’s participation in the candidate’s own campaign activity.

Act 64 (H.B. 413, H.D. 1, S.D. 1), RELATING TO LOBBYIST CONTRIBUTIONS
Effective 5/16/25, under HRS §11-365 and §97-5, lobbyists are prohibited from making, or promising to make at a later time, any contributions or expenditures to or on behalf of an elected official, candidate, candidate committee, or any other individual required to file an organizational report pursuant to §11-321 five calendar days before, after, and during legislative session which means a period in which both legislative houses are in session. Violations will be handled by the Commission and the State Ethics Commission.

Other bills that were introduced by other parties which did not get signed into law concerned variations of the public funding program including comprehensive or full public funding as well as concerns over foreign influences. The Commission appreciated efforts proposed in several other bills to increase its staffing.

Review existing rules and procedures as well as propose administrative rules as needed. The Commission reviewed its Schedule of Fines which was adopted pursuant to Hawaii Administrative Rules (“HAR”) §3-160-73(a). After the conclusion of the 2024 election, the Commission considered revisions to the fine schedule at five (5) of its public HRS Chapter 92 Sunshine meetings, and on 6/18/25, approved a fine schedule that made a change to the eligibility and application of Conciliation Agreements which will go into effect on 2/2/26 which is the due date of the Supplemental Report with a closing reporting period of 12/31/25 for all candidate and noncandidate committees.

Specifically, effective 2/2/26, only new candidates and noncandidate committees will be eligible for a Conciliation Agreement which must be approved by the Commission at a public meeting pursuant to HAR §3-160-74 and will reduce the administrative fine in five (5) areas of violations as set forth in the Schedule of Fines (i.e., Schedules 2A.1 (Disclosure Reports – but does not include the reports due 10 days before an election set forth in 2A.2), 3H (Excess Contributions), 3I (Nonresident Contributions), 5D & 5E (Advertisements), and 7A (Electioneering Communications)). New candidates are defined as candidates who appear on the ballot for the first time or who have not appeared on a ballot for the previous four years, regardless of whether they terminated their committee registrations with the Commission or are running for another office. New noncandidate committees are defined as committees who are registering with the Commission for the first time or who may have terminated their registration, but who have not reregistered with the Commission for the previous four (4) years. Conciliation Agreements and reduced fines will no longer be available after December 31st of an election year. (*Note: The Supplemental Report covering the period ending on December 31 of an election year will be considered part of the first year’s reports and available for a Conciliation Agreement, although it is not due until January 31 of the following year.) Committees who do not terminate their registrations with the Commission are responsible for filing all required reports after December 31 and will be fined as continuing registered committees for failing to do so.

Further, new candidates and noncandidate committees may receive up to two reductions in each of the five (5) designated violations. For the first violation in each of the designated violations, new committees are eligible to pay 1/3 of the fine, and for the second violation in that designation, they are eligible to pay 2/3 of the fine. There will be no reduction for the third violation in that designation. Lastly, reductions will not apply to fines of \$25 or less and will not count towards the two violations eligible for reduction in each of the designations.

Otherwise, 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.

Twenty-nine (29) cyber-learning training modules were revamped due to enhancements in the electronic filing systems and incrementally posted from July to December 2024 on the Commission's website for committees to view in the 2024 election. Committee guidebooks and manuals were available 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 2026 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, Hawaii Election Campaign Fund ("HECF") trust fund information, annual reports, campaign finance statistics, and the Strategic Plan. We continue to evaluate our website and update it to include new links for First Time Candidates, commonly asked FAQs (election and non-election year), a payment link to pay fines, and election summaries. Information of current interest is constantly identified and posted on the Commission's website including statute and rule changes, legislation, reporting deadlines, enforcement issues, and new informational and technological tools. There are also links for viewing reports, filing reports, seeking guidance including cyber-learning presentations, forms, guidebooks, and qualifying for public funding. Based on the results of our annual online survey, we understand that our website continues to be our strongest resource in providing stakeholders and interested parties with campaign finance information. As such, we continue to fine-tune our website with a focus on building more efficient and user-friendly navigation tools which includes a searchable database of all the campaign finance data filed by committees. We have also included a section on our home page for our latest 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 352,275 "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 111 times, and we have 1,059 total subscribers. Notably, subscribers are separated into three groups – candidates (427 subscribers), noncandidate committees (250 subscribers), and the public (382 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 277 X posts with a total tally of over 18,221 impressions or times a post has been seen.

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

The candidate committee dashboard app was launched at the end of fiscal year 2018 which consolidated campaign spending data filed by candidates and provided for better comparative analyses of the data by office, party, and reporting period, continues to be very helpful and had 20,157 "hits" or event counts 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 had 1,040 "hits" or event counts 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. Committees were encouraged to make appointments to visit the office and were assisted over the phone and via email.

Issue advisory opinions as requested. The Commission issued and approved two (2) advisory opinions during this period. Advisory Opinion No. 25-01 concerned the use of campaign funds to pay for childcare expenses and Advisory Opinion No. 25-02 concerned the use of campaign funds to pay for dependent care expenses incurred by the candidate while running for an election. The Commission opined that both of these expenses were directly related to a candidate's campaign, and thus, permissible under HRS 11-381(a)(1). Notably, the Commission retracted both of these Advisory Opinions when the Governor signed Act 19 in the 2025 legislative session into law on 4/22/25.

- **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 Hawaii elections. The candidate and noncandidate committee dashboards further help the public (and committees) to see contributions and expenditures from candidates and/or noncandidate committees (including Super PACs) in a comparative format. For candidates, the format is arranged by office, party, and reporting period. For noncandidate committees, the format is arranged by noncandidate committee type (standard, ballot issue, independent expenditure, political party) and the area, scope, or jurisdiction of a noncandidate committee.

Further, at the close of each election, election data is compiled, sorted, analyzed, and summarized in charts, top 10 lists, and cost per vote. These election summaries are all available and posted on the Commission’s website under a designated link.

- **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. Alongside the expected launching of the new electronic filing system for the 2028 election, we will continue to explore additional avenues for training and information sharing, including the application of artificial intelligence. In addition, we will update guidebooks, manuals, and cyber learning videos to reflect these enhancements.

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 implemented the rewritten noncandidate committee electronic filing system completed in time for the 2024 election. The rewrite was completed by ETS in the last fiscal year using a new code generator software called ScriptCase which was a replacement to CodeCharge being used by ETS. This new software allowed ETS to rewrite the filing system 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 2023 fiscal year, the Commission completed the rewrite of the candidate filing system in time for the 2022 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, and reflects the public's interest for convenience and completing forms in an expedited manner. During the reporting period, we have received and processed 699 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 150 payments via PayPal totaling \$42,388.82, 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, the Commission submitted a request to the Governor, DAGS, Budget and Finance, and the Hawaii State Legislature to obtain \$2.2 million in funding for a new electronic filing system in consideration of newer technology and a more sustainable future. With the assistance and support of these entities, the Commission successfully obtained the funding and is in the process of procuring the services needed to fulfill the Commission's objectives.

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. As a result of attending these conferences, the Commission was aware of technological advancements in electronic filing systems, and as such, requested and successfully obtained \$2.2 million in funding for a new system in consideration of newer technology, artificial intelligence, and a more sustainable future.

- **One Year** – Having been appropriated \$2.2 million in FY 26 to fund the development of a new electronic filing system that incorporates technological advances and artificial intelligence. We have contracted with Maplight to design the new system, and will work closely with them to define requirements and testing functionalities. We will 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** – As Maplight assumes responsibility for the system's development, we will continue to collaboratively identify and enhance the analytical capabilities of contributions and expenditures data. Recognizing that technology plays a critical role in communication, we will remain attentive to emerging applications and social media tools that can improve public access, increase compliance, and foster meaningful engagement with candidates, committees, stakeholders, and the broader public.

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 5 referrals this fiscal year to the Civil Recoveries Division.

The Commission filed 21 complaints this fiscal year (an election year) and addressed 5 complaints by third-parties which resulted in a total of \$10,950 in assessed administrative fines. Of the total amount of fines assessed, \$5,250 was collected from 9 committees while \$1,800 remains outstanding due to 5 committees who failed to pay resulting in a referral to the Attorney General's Office – Civil Recoveries Division. The balance of 6 complaints were withdrawn due to compliance. A summary of the complaints and their disposition are as follows – notably, although we filed 21 complaints, some of the complaints had multiple counts/violations:

- 9 complaints yielded a preliminary determination of a campaign finance violation resulting in \$3,900 in assessed administrative fines for late/unfiled report violations;

- o 3 complaint yielded a preliminary determination of a campaign finance violation resulting in \$300 in assessed administrative fines for insufficient advertisement disclaimers;
- o 1 complaint yielded a preliminary determination of a campaign finance violation resulting in \$1,250 in assessed administrative fines for failure to report contributions and expenditures;
- o 1 complaint yielded a preliminary determination of a campaign finance violation resulting in \$1,600 in assessed administrative fines for unauthorized handling of campaign funds, failing to report expenditures, and filing false reports;
- o 2 complaints yielded a preliminary determination of a campaign finance violation resulting in \$300 in assessed administrative fines for late filed electronic filing forms and organizational reports;
- o 1 complaint was referred for consideration of criminal prosecution; and
- o 6 complaints were withdrawn due to compliance for late/unfiled report violations.

In addition to the aforementioned complaints, 5 third-party complaints were filed this fiscal year alleging improper expenditure of committee funds, failure to pay for campaign expenditures, and missing advertisement disclaimers. The complaints were heard at Commission meetings and except for the missing advertisement disclaimers which resulted in a preliminary determination of a campaign finance violation and assessment of a \$300 fine, the other complaints were dismissed due to insufficient evidence and/or lack of jurisdiction.

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 \$66,783.60 was assessed in administrative fines via fine letters and \$33,841.65 was escheated to the HECF due to campaign finance violations. There were 40 conciliation agreements resulting in reduced fines totaling \$5,959.19. Except for 1 conciliation agreements which concerned the failure to file the statement for electioneering communications form and 2 failure to file reports, the remaining 28 concerned the late filing of reports and 9 concerned the failure to file the late contribution report. None of the agreements resulted in a complaint due to respondents failing to comply with the terms of the conciliation agreement.

There were a total of 140 campaign finance violations that did not involve a conciliation agreement or complaint resulting in a total of \$39,256.25 in assessed fines. Most of the campaign finance violations were a result of 112 late or unfiled reports totaling \$31,456.25 in assessed fines. Specifically, there were a total of 71

candidate committees who failed to timely file 88 reports and 18 noncandidate committees who failed to timely file 19 reports.

Other campaign finance violations that occurred during this period include:

- o 3 insufficient advertisement disclaimers resulting in \$75 in fines;
- o 3 charitable donations made in a prohibited period resulting in \$300 in fines;
- o 3 failure to report a contribution resulting in \$750 in fines;
- o 2 failure to report an expenditure resulting in \$500 in fines;
- o 7 late filed fundraiser notices resulting in \$600 in fines; o 1 failure to timely deposit contributions resulting in a \$25 fine;
- o 2 excess contribution resulting in \$1,100 in fines;
- o 6 failure to timely file a statement of electioneering communication form resulting in \$1,500 in fines; and
- o 7 prohibited lobbyist contributions resulting in \$900 in fines.

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

- o 1 excess contribution to a noncandidate committee resulting in a \$500 escheat;
 - o 8 excess contributions to candidate committees resulting in \$14,000 in escheats;
 - o 2 anonymous contributions to candidate committees resulting in \$105 in escheats;
 - o 5 surplus contributions from candidate committees resulting in \$8,029.65 in escheats;
 - o 14 prohibited lobbyist contributions to candidate committees resulting in \$6,800 in escheats; and
 - o 1 return of unused public funding from a candidate committee resulting in a \$4,407 escheat.
- 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 2024 was \$2,277,883.99. In fiscal year 2025, a total of \$185,580.40 in revenue was realized (i.e., \$82,512.00 in tax check-offs; \$33,841.65 in escheats of excess, false name, surplus, and anonymous contributions; \$62,741.74 in interest as well as an

additional \$6,485.01 from the prior fiscal year; \$0 in copies; and, \$0 in refunds and reimbursements from prior fiscal year expenditures) and a total of \$51,181.45 in expenditures was incurred (i.e., \$50,883.09 in public funds and \$298.36 in PayPal fees for escheat payments), thereby closing fiscal year 2025 with a balance of \$2,412,282.94 which is a \$134,398.95 increase from the last fiscal year.

Notably, this was the 8th 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 2024 was held in Los Angeles, California, and was attended by Chair David Chee, Commissioner Jon Itomura, Commissioner Danton Wong, and Executive Director Kristin Izumi-Nitao.

Executive Director Izumi-Nitao co-chaired the 2024 conference in Los Angeles and was awarded the 2024 COGEL Outstanding Service Award at the December conference. She also participated as a panelist for the Hawaii State Bar Association's Continuing Legal Education session on good government and legislation in July 2024. Lastly, she served on the 2025 COGEL Program Committee which met in March 2025 to plan the December 2025 conference in Atlanta, Georgia.

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.

Two (2) new Commissioners were appointed this year. Danton Wong and Barbara Polk were appointed by Governor Green and were given an orientation by Commission staff on July 3, 2024 which was also when they were 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. The transition from trust fund to general funds operations continue to go smoothly.

During this period, our General Counsel who served the Commission for fourteen (14) years left in February 2025 to work for the Department of the Attorney General. The Commission hired its new General Counsel Kristie Chang who started with the Commission on 6/17/25. She is a graduate of Kamehameha Schools. In 1994, she earned a B.S. in Psychology and minor in Biology from Lewis & Clark College, and in 1997, a J.D. from Loyola Law School. She was in private practice for six years specializing in estate planning, tax planning, and business planning and has spent the last 21 years as a Deputy Attorney General in the Tax & Charities Division representing the Department of Taxation and the Attorney General in the capacity as *paren patriae*.

To address the number of candidate committees and noncandidate committees which has significantly grown over the years to over 700 committees who file 2-8 mandatory reports every year, the Commission sought two (2) additional full-time permanent positions which was approved in the FY 2026-2029 biennium budget. One of these positions includes an investigator to address one of the Commission's statutory duties which is to investigate campaign finance violations.

Further, in consideration of updated and newer technological advances including applications of artificial intelligence, the Commission sought an increase in its budget for the purchase of new electronic filing systems that will help improve compliance, enforcement, user functionality and access, as well as increase transparency, accountability, and clean elections. This request for \$2.2 million to build a more enhanced system for the committees was also approved in the FY 2026-2029 biennium budget.

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 2026

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. 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 (FY2025)

1. 2024 Elections. We conducted the 2024 Primary and General Elections. While there were contests for cause filed to challenge the validity of the elections, none were upheld by the Hawaii Supreme Court.
2. Voter registration. We worked with partner agencies to ensure compliance with the federal NVRA to promote opportunities to register to vote and maintain the voter rolls. We continue to promote voter registration through the futureHIvoter program working with high schools statewide to distribute voter registration applications to eligible students. Further, we continue to work to identify target areas to maximize voter registration and hold drives and events.
3. Statewide voter registration system. The statewide voter registration system has been updated to support the operations of the county clerks in their statutory responsibilities related to voter registration and the mailing and receipt of ballots.

B. One-Year (FY2026)

1. To conduct candidate filing for the 2026 Elections and make preparation for the conduct of the Primary and General Elections by mail.

2. To develop an electronic candidate filing nomination paper system.
3. To continue to develop methods of providing voter education and promoting voter registration.

C. Two-Year (as of June 30, 2028)

1. To have conducted the 2026 Primary and General Elections.
2. To address election security and voter education to promote public confidence in election services.
3. To have implemented an electronic candidate filing nomination paper system.
4. To have improved and streamlined processes related to automatic voter registration through the issuance of driver licenses and state identification cards and the statewide voter registration system.
5. To have procured a voting and vote counting system for the 2028 Elections.

D. Five Years (as of June 30, 2030)

1. To have conducted, reviewed, and evaluated the 2026 and 2028 Elections.
2. To improve the user experience of the online voter registration system.
3. To make preparations to receive and process the decennial census to support the Reapportionment Commission.

IV. Performance Measures

A. Customer Satisfaction Measure

The number of election complaints and challenges we receive and the outcomes, 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 2026

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

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

I. Goal

The goal of the State of Hawaii 9-1-1 Board (the Board) is to provide adequate cost recovery for 9-1-1 Public Safety Answering Points (PSAPs) to provide 9-1-1 service for the 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 9-1-1-1 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) pays 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 2025)

1. The Board collected revenues totaling \$13,772,386
 - a. \$12,409,921 – 9-1-1 Surcharge Collected
 - b. \$1,404,780 Interest Revenue
2. The Board incurred expenditures and encumbrances totaling \$10,739,489
 - a. \$9,036,783 PSAP Reimbursements.
 - b. \$947,348 Department of Budget and Finance Special Fund Assessments.
 - c. \$269,906 Payroll.
 - d. \$42,795 Other Board Administrative Expenses

3. The Board developed and implemented an FY 2026-30 Strategic Budget Plan for the 9-1-1 Fund.
4. The Board filled Exempt Permanent 9-1-1 Board Administrative Services Assistant.
5. The Board conducted procurement to obtain a Subject Matter Expert (SME) to complete a Next Generation 9-1-1 (NG9-1-1) Readiness Assessment. The Board awarded the contract to Mission Critical Partners LLC on January 23, 2025. NG9-1-1 Readiness Assessment will provide insight to the Board regarding potential improvements for the 9-1-1 system and our current progress towards NG9-1-1.
6. The Board conducted educational outreach by participating in the DCCA (Department of Commerce and Consumer Affairs) National Consumer Protection Week Fair on March 6, 2025. The Board shared information on Text-to-9-1-1 and how 9-1-1 calls are processed to the public.
7. The Board awarded Akamine, Oyadomari, & Kosaki CPA's, Inc. the contract to conduct independent audits of the State of Hawaii 9-1-1 Board on June 25, 2024. Auditors completed audits for FY 2022-2023 & FY 2023-2024 concurrently. Audit findings for both fiscal years were "clean" and they are currently in the process of completing the FY 2024-2025 audit.

B. Year 1 (FY 2026)

1. The Board will continue to monitor and revise the 5-year Strategic Budget Plan through FY 2030 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 for 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 2026.
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. They are currently in the process of upgrading call handling equipment and modifying A911 Call Routing to support new call handling equipment.

5. The Board will begin implementing recommendations from Mission Critical Partners NG9-1-1 Readiness Assessment.
6. The Board will begin procurement to conduct independent audits of the State of Hawaii 9-1-1 Fund for FY 2025-2026 and beyond. Furthermore, anticipated completion of CPA audit for FY 2024-2025 by December 31, 2025.

C. Two Years (FY 2026-2027)

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

D. Five Years (2026 to 2030)

1. The Board will continue to provide all PSAPs 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 monthly surcharge fee.
3. The Board will continue to monitor and revise the 5-Year Strategic Budget Plan from FYs 2026 through 2030.
4. The Board will continue to assist PSAPs in planning and facilitating current and future technological advances to modernize and improve 9-1-1 services for the State of Hawaii.
5. The Board will plan and prepare for the successful completion of the annual CPA audits.

6. The Board will complete the transition to Next Generation 9-1-1 for all Primary and Secondary PSAPs.

IV. Performance Measures

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

- A. Number of Wireless/VoIP/Wireline 911 calls to County PSAPs.
- B. Number of Public Educational Outreach Programs During the Fiscal Year.
- C. Percent of 911 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 2026

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 2026-2027.
- 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 25, average monthly pCard purchase transactions represented 35% (or approximately 826 purchase transactions per month) of total purchase transactions.
- f. ASO personnel continued to fine-tune procedures and business practices to update and develop internal departmental fiscal processes and training materials while continuing to work with department stakeholders.
- g. Staff continued participating 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. Staff held a Budgeting 101 Orientation for new and interested DAGS administrators and staff in advance of the Supplemental Budget request activities. For programs with high staff turnover, DAGS ASO provided them with the option to have both new and existing staff attend various fiscal and budget 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. Coordinated second payment for HGEA Temporary Hazard Pay (THP) and completed UPW THP. With two human resources positions filled in the 4th quarter of FY25, started work on auditing the leave records (backlog).

Retention points were completed as of May 31, 2025 with the last major retention points confirmed in 2021.

- b. Changed posting of internal vacancy announcements (IVAs) to every two weeks. Continued to group multiple vacancies of the same class on a single IVA. OH-HI recruitment started up in February 2025 with preliminary screening and coordination being done by the department.
- c. Advised programs on grievances, contract interpretations, consultations with unions, investigations of employee incidents, disciplinary actions, and substandard performance. Completed a settlement agreement for a discharge grievance.
- d. Processed position actions (establishment and redescriptions) due to reorganizations in addition to regular position updates due to positions being outdated and characteristic changes such as fiscal/budget information. Continue to work on position updates of the East and West Hawaii District Offices (major reorganization split the Hawaii District Office into two separate entities).
- e. Advise, research, coordinate, and/or process safety review requests, accident reports, training enrollments and stats, family leave requests, TDI requests, Worker's Compensation claims, drug testing, and safety equipment related issues.
- f. Held the annual departmental Incentive and Service Award Ceremony and Employee Day event. Coordinated a fundraiser event to cover expenses for these employee events and planning a larger scale fundraiser.
- g. 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. Network Modernization and Infrastructure Upgrades: Upgraded network infrastructure across multiple DAGS floors, increasing connectivity from 100 Mb to 1 Gb at the desktop and implementing 10 Gb fiber uplinks between floors and to the State's

Internet edge. Deployed new Cisco switching hardware, standardized configurations, and improved reliability through redundant uplinks and UPS protection.

- b. Unified Wireless Network: Completed design and rollout of the unified “LaulimaNet” wireless SSID across DAGS facilities, providing secure, certificate-based authentication and improved management through centralized controller monitoring.
- c. Cybersecurity and Endpoint Compliance: Expanded deployment of Tanium and SentinelOne to all DAGS divisions, attached agencies, and remote offices. Implemented baseline endpoint compliance standards aligned with NIST SP 800-53 Rev 5, including encryption (BitLocker), patch compliance, and network segmentation for sensitive systems.
- d. Monitoring and Observability Improvements: Enhanced monitoring and observability integration for unified monitoring and alerting. Developed custom dashboards to visualize network health, switch utilization, environmental sensors, and wireless client activity for executive and operational users.
- e. AI and Automation Initiatives: Initiated Microsoft CoPilot pilot programs to improve workflow automation, report summarization, and ticket triage analysis.
- f. Responded to a wide range of data processing, system integration, and reporting requests in support of the department’s technology modernization and operational requirements. Projects included designing data workflows between SolarWinds and departmental web applications; automating fiscal and asset reporting through SQL and API integrations; and supporting the development of AI-assisted reporting pilots using Microsoft CoPilot for data summarization and analytics.
- g. Administered and monitored remaining departmental mainframe application jobs, ensuring continuity of legacy operations while supporting the transition to modern web-based platforms and cloud-hosted services. Resolved system job abends, coordinated with Enterprise Technology Services (ETS) on mainframe migration schedules, and maintained data integrity during system decommissioning and archival processes. Parallel modernization efforts included developing replacement systems for the Journal Voucher, Purchase Order, and Public Works Project Cost application.

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, 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 departmental and statewide (DHRD) efforts to ensure that the department's human resource needs, concerns, and workload are addressed.
- d. Continue to review, develop guidelines and/or provide training that meet the needs of departmental managers and employees to help improve their understanding and obligations in human resources.
- e. Fill vacant position (Labor Relations) on a permanent basis and train staff up to their authorized level; 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. Timely communication/notification of Human Resources events, benefits, and projects to Administrators/Managers/Supervisors for awareness/education, implementation, and preparation/prevention.
- h. Depending on the budget request, reorganize the Personnel Office to incorporate new position(s) that will be dedicated to focus on recruitment initiatives, including position actions that need to be updated prior to recruitment.

3. Systems and Procedures Office

- a. Complete statewide rollout of SentinelOne and Tanium endpoint compliance reporting; establish automated remediation playbooks for improved cybersecurity posture.
- b. Implement Microsoft Teams Calling across DAGS offices to replace traditional desk and handheld telephones. Configure Teams Phones (wired and wireless) for hybrid staff, provide user training, and integrate Teams Calling with the State's Active Directory and Exchange environment to ensure secure authentication and call routing.
- c. Launch the ServiceNow Centralized Solution (Phase I) for DAGS and attached agencies, focusing on asset management,

procurement workflow automation, and incident tracking. Coordinate data governance and integration with ETS to ensure future statewide compatibility.

- d. Deploy the unified Access Control System to replace legacy key-based entry. Implement electronic badge readers, centralized logging, and integration with the departmental network for real-time monitoring and audit compliance. Establish connectivity standards and dedicated network segments to support camera, door, and sensor systems securely.
- e. Finalized 10 Gb fiber backbone connections between Kalanimoku, Ke‘elikōlani, and neighbor-island offices; standardize switch firmware and configuration baselines.
- f. Expand LaulimaNet wireless coverage and implement VLAN segmentation for IoT, facility, and guest systems.
- g. Build new SolarWinds executive dashboards showing uptime, environmental alerts, and network utilization.
- h. Implement pilot AI workflows using Microsoft CoPilot and ChatGPT for ServiceNow ticket summarization, meeting notes, and quarterly reporting.
- i. Provide staff training through “Grub & Grow” and “Lunch & Learn” sessions on ServiceNow development, Teams Calling operations, access-control management, and cybersecurity best practices.

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
 - a. Integrate ServiceNow asset data with the new Enterprise Financial System (EFS) for unified asset lifecycle tracking and helpdesk functionality.
 - b. Deploy centralized access control and camera system management using secured, segmented networks.

- c. Develop automated compliance reports using AI-driven analytics from SolarWinds and Tanium data.
 - d. Begin planning for departmental data warehouse integration with EFS and ServiceNow to improve decision-support analytics.
 - e. 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
 - a. Complete implementation of a DAGS data warehouse integrating network, fiscal, asset, and human resource data sources.
 - b. Mature the ServiceNow platform into the department's unified business operations hub.
 - c. Establish an AI-enabled governance and monitoring environment that continuously evaluates risk, performance, and compliance across IT and facility systems.

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 (recruitment and classification) received and processed within a reasonable time period. Processing employee transactions at a consistent level.

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 2026

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

Contact Person/Phone: Vincent Kasarskis/(808)974-6400(East Hawai`i)
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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.

- c. Number of emergency, t-calls and regular Work Orders received during any time period are similar to average historic number of Work Orders received during same time period.
 - d. Sufficient funds are available to purchase materials and supplies, hire contractors.
 - 6. Monitor U fund expenditures and adjust U fund budget amounts as necessary.
 - 7. Continue the cycle maintenance program at schools.
 - 8. Administer service contracts such as refuse collection, elevator maintenance, air conditioning maintenance, grease trap maintenance, septic system maintenance, tree trimming, fire alarm, and program bell maintenance, etc.
- B. Utilize, maintain, and update the DOE Maximo work order system.
- C. Utilize and update the DOE repair and maintenance project backlog in the DOE CIP Project Tracking system.
- D. Reduce accidents and injuries by providing safety equipment and training to employees.
- E. Promote the use of modern tools and procedures to maximize worker productivity and efficiency.
- F. Replace computer hardware and software as needed to prevent obsolescence as funds permit.
- G. Reduce the number of outstanding minor repair work orders.
- H. Work to maximize limited program funds. Obtain the best values when purchasing services, materials, and supplies. Work overtime at distant locations such as Hana to avoid or minimize consecutive trips.

III. Action Plan and Timetable

A. Past Years Accomplishments

The past year saw continued significant challenges with numerous key vacancies and a lack of qualified applicants. Despite those challenges the neighbor island program as a whole has generally managed to meet the goals and objectives

contained in the SLA. The neighbor islands continued to assist the DOE in working with the Hawaii 3Rs (Repair, Remodel, and Restore) program to address various repair and maintenance needs at the schools. The program also continued to assist the DOE with the implementation of the Job Order Contracting (JOC) and Pre-qualified Small Contractors (PSC) project delivery methods to help increase the efficiency and expediency of completing larger projects at the public schools. Hawai'i District has been split into East and West Hawai'i Districts to better serve our customers. Each district has filled the District Engineer position. East Hawai'i District hired a Central Services engineer. This position had been vacant for an extended period of time. 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. 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. West Hawai'i District will continue recruitment for the four new support positions as well as the vacant Central Services engineer position. With the Central Services engineer position in East Hawai'i District, service level to our customers will improve. In Kauai District, the Central Services Branch Manager position was vacated due to the tragic passing of the employee in May 2024. Efforts continue to be made to fill the position as the extended vacancy has put 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 four districts; the challenge is obtaining qualified applicants. Recruitment efforts will continue in order to fill all vacancies. There are continuing efforts to keep the number of backlogged work orders to a minimum. The program will continue to work with DOE representatives to assure that work performed is prioritized appropriately at the district level to ensure that essential needs are met. The program will also continue to assist the DOE in working with Hawaii 3Rs and in implementing JOC to meet the needs of the schools. 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 Hawaii 3Rs With East and West Hawai'i Districts operational and staffed, level of service provided will continue to improve.

IV. Performance Measures

A. Customer Satisfaction Measure

Monthly reports indicating work completed for the month and fiscal year to date compared with performance shall be submitted to DOE. Meetings with DOE and DAGS representatives will be held periodically to discuss compliance with 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 2026

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) is presently in the process of updating its strategic plan. The Board of Commissioners is scheduled to take action related to strategic plan approval at the November 21, 2025, meeting of the Board. SFCA goals are outlined in the draft Strategic Plan which additionally includes four strategic priorities presented as pillars, vision, mission and values. The plan will be effective for five years, meeting the requirements of the SFCA'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 strategic planning process involved extensive statewide engagement, including review of extant data, internal discussions, key informant interviews, community listening sessions on all islands, and the administration of a stakeholder survey, ensuring diverse voices from across Hawai'i were heard. . 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 draft 2025-2030 Strategic Plan)

1. **AFFIRM-HO‘OIA (to make true):** *Affirm and acknowledge our place and the community we serve: MOANANUIĀKEA - The vast Pacific Ocean and its inhabitants of Micronesia, Melanesia and Polynesia.*
2. **EDUCATE-HO‘ONA‘AUAO (to disperse information):** *Strengthen arts and culture in education for all ages and communities.*
3. **CONVENE-HO‘ĀKOAKOA (to call together):** *Build Community Capacity for Creativity, Communication and Learning*
4. **CULTIVATE-HO‘OKANU (to plant):** *Establish a Framework for Developing Creatives and New Audiences*

III. Action Plan with Timetable

- **Past Year Accomplishments (2025)**
Continued implementation of the SFCA 2019-2024 Strategic Plan; development of the 2025-2026 Strategic Plan. The new Strategic Plan will be posted on the SFCA website: <https://sfca.hawaii.gov/>.
- **CULTURE**
 - University of Hawai‘i-West O‘ahu dedication of SFCA commissioned artwork “Nā Kia‘i o Kapolei (The Guardians of Kapolei)” by Jessica Bodner
 - Administered general funds appropriated to (Bishop Museum) and to the State of Hawai‘i Museum of Monarchy History (‘Iolani Palace).
 - Continued support of 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.
 - Awarded \$50,000 to the University of Hawaii in support of the Statewide Cultural Extension Program. 53 artists participated in the regional touring program that served 3,031 individuals in assisted living communities, libraries, and schools on Moloka‘i, Lana‘i, Hawai‘i, and Kaua‘i.
 - Disbursed \$580,000 through the Biennium Grants Program FY2025 to 42 arts and culture organizations supporting projects in community arts, arts education, heritage and preservation, and presenting and performing arts. Below are a few highlighted organizations.

ENGAGEMENT

- Conducted community listening sessions in Hilo, Kona, Kahului and Lihue
 - SFCA Board Meeting on Maui; engagement with grantees and stakeholders.
 - Collaborated with KKCC to support Kamehameha Day celebrations.
 - 2025 Hawai‘i Regional Scholastics Art Awards Competition
 - ceremony at Capitol Modern
 - Contracting with Native Hawaiian curators and cultural practitioners to curate exhibitions at Capitol Modern
 - Continued work with the Arts First Partnership initiatives.
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- EDUCATION

- Presented on our innovative arts education initiatives at International Teaching Artist Conference in Aotearoa New Zealand, and at the National Association of State Arts Agencies conference in Puerto Rico.
- Hosted a two-day Teaching Artists Institute at the State Art Museum, training teaching artists from five islands.
- Co- Hosted an ARTS FIRST retreat in partnership with Hawai'i Community Foundation for arts education stakeholders throughout the islands.
- Artists in the Schools program reached 121 schools statewide and 14,000 students in FY25.
- Hosted the annual Poetry Out Loud Program with Hawaii Theatre for Youth with federal partner the NEA.
- Sponsored UH Design Center Student project for Wahiawa Performing Arts Center
- Supported the Maui Public Art Core in Wildfire response at King Kamehameha III Elementary School

- THE ARTS

- Administered \$6,750,000 in operating support to the Bishop Museum through state general fund appropriation.
 - Administered \$1,800,000 in operating support to the 'Iolani Palace through state general fund appropriation.
 - Administered \$565,000 in operating support to recipients of the Legislature Grant In Aid Program.
 - Awarded \$50,000 to the University of Hawaii in support of the Statewide Cultural Extension Program. 53 artists participated in the regional touring program that served 3,031 individuals in assisted living communities, libraries, and schools on Moloka'i, Lana'i, Hawai'i, and Kaua'i.
 - Disbursed \$580,000 through the Biennium Grants Program FY2025 to 42 arts and culture organizations supporting projects in community arts, arts education, heritage and preservation, and presenting and performing arts. Below are a few highlighted organizations.
 - Tau Dance Theater production of Kokua explores the mo'olelo of the volcanic deities that link ancient lineages of Pacific Island people and focuses on the Pelehonuamea perspective, establishing Hawaii as its setting and introducing the stories of Pele and 'Aila'au. Tau Dance is the only dance company in Honolulu founded and directed by a Native Hawaiian, and with a company of predominantly Native Hawaiians artists and cultural practitioners.
 - Lahaina Arts Guild We Make Art Happen provided painting classes, art summer camps, and introductory photography workshops to students impacted by the Lahaina fire. Although the organization lost their office, gallery, and instructional space, the staff continues to provide high quality instructional classes to students. The project directly served 800 K-12 school-time students.
 - Japanese Cultural Center of Hawaii project, Fostering Cultural Awareness Through Storytelling developed standards-based curricula for third grade and high school students for the classroom. Encouraging students to explore migration in Hawai'i and deepen their understanding of their family heritage and role as
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community members. The project directly served 125 K-12 classroom teachers and 71 K-12 schools.

- Hui Noeau's Enhancing Lives in Maui County Through Visual Arts Education provides visual arts education programs and lifelong learning for all ages. The program services five Title 1 schools, and two elementary schools in Lahaina. The project served 1,386 K-12 in-school students and 19 K-12 schools.
- Hana Arts project, Strengthening the East Maui Community through Art, integrated place-based visual and performing arts education across school-day, afterschool, and summer platforms to uplift Native Hawaiian cultural knowledge, foster intergenerational connection, and promote resilience in one of Hawaii's most isolated and economically under-resourced regions. The project directly served 411 K-12 school-time students enrolled in Hana High & Elementary School, and 511 individuals engaged online.

A. One Year (2026)

Execute the 2025-2030 SFCA Strategic Plan.

Major organizational goals for 2026:

- Honor Native Hawaiian culture, amplify all diverse community voices, and transform the organization into an active civic resource.
- Strengthen and expand partnerships to ensure culturally responsive arts education for all PreK-12 students and scale specialized community-based learning for all ages and demographics statewide.
- Elevate public awareness of the arts, serve as the central resource for connectivity, and actively support arts infrastructure across all islands, especially rural areas, through media and partnerships.
- Establish frameworks to strengthen the performing arts, act as a talent incubator for new creative skills, and expand public participation and access by leveraging digital technology and organizational transparency.

In detail, by priority area:

- **AFFIRM-HO'OIA (to make true)**
 - Grow the use of 'Ōlelo Hawai'i as primary or co-equal text in gallery interpretation, ensuring linguistic accuracy through community vetting.
 - Regularly host and fund convenings (quarterly or semi-annually) with Native Hawaiian organizations (e.g., cultural centers, Kaiapuni schools), cultural practitioners, and individual community members to discuss organizational priorities and identify community needs.
 - Establish a revolving schedule of exhibitions featuring Native Hawaiian contemporary and traditional arts that travel statewide, ensuring deep reach into non-urban and neighboring island communities.
 - Partner with the Department of Education and private schools to develop and distribute standards-aligned curricula centered on Native Hawaiian arts and cultural history, featuring works by living artists.
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- Host regular, structured "Community Listening Sessions" (quarterly) outside of the museum walls, with a public commitment to report back on how community feedback has been implemented in museum operations, programming, and policy.
 - Formalize a process for providing museum expertise, data, and resources to government agencies and civic groups to inform policy related to culture, education, and city planning. This transforms the museum from a passive recipient of support to an active civic resource.
 - Develop clear metrics for community engagement that move beyond attendance numbers to assess reciprocity, mutual benefit, and long-term impact on partner organizations and communities.
 - EDUCATE-HO'ONA'AUAO (to disperse information)
 - Bridge partnerships between the Hawai'i Department of Education and community arts organizations by providing evidence-based professional development to ensure access to expansive culturally responsive and sustaining, trauma informed, arts education offerings for PreK through grade 12 educators.
 - Work to significantly increase funding for Artists in the Schools (AITS) by seeking public and private funding (e.g., federal grants, foundational grants and donations), with the goal of placing professional artists in all Hawai'i public and public charter schools for impactful residencies of varying length.
 - Focus on marketing to and developing relationships with schools that have never applied for AITS residencies, especially in historically minoritized/low income/rural areas.
 - Scale specialized programs (e.g., HŌ'A, dementia-friendly tours, sensory-friendly hours for people with disabilities, oral history workshops with elders) with appropriate training for museum staff and docents.
 - Allocate resources for a comprehensive needs assessment or landscape study focused on the current state of arts education in Hawai'i, with the goal of better understanding what is abundant and what is missing in school and community spaces.
 - Strengthen financial capacity and enhance mission driven impact through the diversification of funding streams (e.g., seeking grants, foundational support, private giving, refining the existing facility rental program) and expansion of community partnerships.
 - Continue to align efforts with ARTS FIRST initiatives, focusing on research, professional development, advocacy, and expanding awareness of the value of arts education.
 - Host workshops, artist residencies, and demonstrations led by cultural practitioners (e.g., traditional weavers, musicians, storytellers) to ensure the transmission of intangible heritage.
 - Strengthen and scale partnerships with organizations like University of Hawai'i at Mānoa Outreach Arts and the Hawai'i Community Foundation to increase the frequency of traveling exhibits, workshop series, and artist presentations aimed specifically at youth, kupuna, and residents in rural
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- areas/historically marginalized communities, leveraging community centers and libraries as host sites.
 - Prioritize expansion of engagement with kūpuna, neighbor island residents, and historically marginalized communities.
 - Grow connections and relationships with the Department of Health and health non-profits, acknowledging the deep intersections of arts, wellness and healing
 - CONVENE-HO‘ĀKOAKOA (to call together)
 - Elevate the visibility and comprehension of the SFCA’s mission and serve as a central resource for connecting the community arts programming and events.
 - Develop a strategic communications plan and toolkit to build transparency and strengthen stakeholder engagement.
 - Grow partnerships with local media outlets (print, radio, and digital) to feature regular Arts Spotlights—interviews with local artists, reviews of exhibitions, and commentary on the relevance of art and culture to current events.
 - Collaborate with non-arts centric organizations (e.g., hospitals, civic groups, local businesses) to integrate art and culture into areas like wellness, urban, development, and social services.
 - Support and commission public art installations in neighborhoods to make art a visible, integral part of the daily environment.
 - Collaborate with small, local rural museums and cultural/historical societies, offering assistance with preservation, conservation, research, and grant-writing to help them sustain and grow their own local efforts.
 - In partnership with island communities, support the creation of community-governed multimedia projects (e.g., interactive installation, digital archive) for each neighbor island that documents and celebrates its unique traditional and contemporary arts ecosystem.
 - Host regular community listening sessions and forums to gather direct feedback, ensuring programs are responsive to the community's evolving needs and stories.
 - CULTIVATE-HO‘OKANU (to plant)
 - Establish a task force to assess and support the needs of the performing arts community across the state.
 - Invite performing artists (dancers, poets, musicians) to serve as interpretive collaborators who develop new works responding to and within the visual art galleries, making the space itself a stage.
 - Produce and host online content (podcasts, web series) featuring artists, stage crews, and composers to demystify the creative process and drive digital engagement.
 - Seek new revenue streams (e.g., federal, foundation, private donor) and engage community partners to grow support for the performing arts. Dedicate funds to subsidize travel and accommodation for arts groups performing in underserved or rural communities outside of the Honolulu metropolitan area.
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- Design and deliver a variety of programming, such as artist residencies, community projects, public events, and culturally diverse exhibitions, to support a wide range of artistic expressions.
- Foster new artistic expression and expand audience engagement by strategically adopting emerging technologies, including AI and immersive platforms, to streamline administrative functions and launch innovative digital programs that lower barriers to entry and engagement for new participants.
- Offer workshops and mentorship designed to develop the creative skills needed for the modern economy (e.g., digital design, videography, podcasting), positioning the SFCA as a talent incubator.
- Enhance Behind-the-Scenes Transparency: Post frequent, unpolished content that showcases the real labor of creatives and staff—artists at work, conservation, installation struggles—which satisfies the desire for authenticity and demystifies the creative process.
- Partner with organizations (e.g., environmental science groups, legal aid organizations, or technology startups) to create programs where artists and technologists co-create solutions or new forms of expression.
- Continue to digitize collections—artifacts, manuscripts, and artwork—and add to the SFCA’s free, searchable online databases. This gives rural/remote students, researchers, and local historical societies access to state heritage without travel

B. Two Years (2026)

SFCA will continue to implement its Strategic Plan. The SFCA will measure success against a set of performance metrics put forth in the SFCA Strategic Priorities Implementation and Monitoring Plan. This Plan clearly defines the performance metrics, resources, activities, milestones, and measurable outcomes necessary for Commissioners and staff to effectively evaluate success, track progress, and respond proactively to identified challenges. Progress against these metrics will be tracked through the SFCA’s strategic performance management system and be publicly reported at regular Commission meetings and detailed in the annual SFCA Annual Report.

- **AFFIRM-HO‘OIA (to make true)**
 - Center Native Hawaiian Culture: Grow the use of ‘Ōlelo Hawai‘i in all gallery interpretation and establish a revolving schedule of traveling exhibitions for Native Hawaiian arts, ensuring deep reach into neighbor islands
 - Strengthen Community and Civic Partnerships: Host regular, structured Community Listening Sessions and formalize the museum's role as an active civic resource by providing expertise and data to government agencies
 - Develop Equitable Metrics: Partner with schools to create and distribute curricula on Native Hawaiian arts, and develop new metrics that assess reciprocity, mutual benefit, and long-term impact beyond attendance numbers.

- **EDUCATE-HO‘ONA‘AUAO (to disperse information)**
 - Expand and Fund Arts Education: Significantly increase funding for Artists in the Schools (AITS), focusing on recruiting historically underserved, low-income, and rural schools for residencies.
 - Provide Educator and Community Training: Bridge partnerships with the DOE and community organizations to offer culturally responsive professional development for PreK-12 educators and scale specialized, inclusive programs (e.g., HŌ‘A, dementia-friendly tours).
 - Increase Rural/Kūpuna Engagement: Scale partnerships to increase traveling exhibits and workshops for youth, kūpuna, and rural residents, and conduct a comprehensive needs assessment on the state of arts education across Hawai‘i.
- **CONVENE-HO‘ĀKOAKOA (to call together)**
 - Elevate Arts Visibility and Communication: Develop a strategic communications plan to increase transparency, and grow local media partnerships to feature regular "Arts Spotlights" and commentary.
 - Integrate Art Across Sectors: Collaborate with non-arts centric organizations (like hospitals and civic groups) to integrate art into wellness and urban development, and support public art installations to make art visible in daily life
 - Build Local Capacity and Archives: Collaborate with small, local rural museums by offering assistance with preservation and grant-writing, and support the creation of community-governed multimedia projects for each neighbor island.
- **CULTIVATE-HO‘OKANU (to plan)**
 - Strengthen and Support Performing Arts: Support the new performing arts task force to assess needs, actively seek new revenue streams to subsidize travel for groups performing in rural areas, and invite artists to use galleries as a stage for new work.
 - Develop Next-Gen Creatives: Offer workshops and mentorship in modern skills (e.g., digital design, podcasting) to position the organization as a talent incubator and partner with organizations like tech startups to co-create solutions.
 - Enhance Digital Access and Transparency: Continue to digitize collections to create free, searchable online databases for remote access, and adopt emerging technologies like AI and immersive platforms to lower barriers to entry for new audiences.

C. Five Years (5-2030)

Implement the SFCA 2024-2028 Strategic Plan. Initiate work on the SFCA 2030-2035 Strategic Plan.

- **AFFIRM-HO‘OIA (to make true)**
 - Prioritize and Honor Native Hawaiian Culture: Support Native Hawaiian arts and culture through exhibitions that travel statewide, using ‘Ōlelo Hawai‘i in
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- interpretation, and by establishing regular, funded convenings with cultural practitioners and organizations.
 - Amplify Voices and Increase Civic Impact: Regularly host structured "Community Listening Sessions" outside the museum and formalize the museum's role as an active civic resource by providing expertise to inform policy related to culture and education.
 - Foster Diverse Artistic Expressions: Actively support art from Hawai'i's diverse cultures by instituting a Community Curatorial Residency program and auditing collections to diversify acquisition strategy and fill representation gaps.
 - Strengthen Community Engagement and Reciprocity: Move beyond simple attendance numbers by developing clear metrics to assess mutual benefit and long-term impact on partner organizations, while also deepening relationships through listening, co-creating, and reflecting the diverse stories of the Pasifika region.
 - EDUCATE-HO'ONA'AUAO (to disperse information)
 - Expand Arts Education for All Students: Continue to fully fund the Artists in the Schools (AITS) program to place professional artists in all public and charter schools, prioritizing historically minoritized, low-income, and rural areas.
 - Strengthen Partnerships and Educator Training: Continue to bridge partnerships with the Hawai'i Department of Education to provide evidence-based, culturally responsive, and trauma-informed professional development for PreK-12 educators.
 - Scale Specialized Community Programs: Sustain specialized programs (e.g., HŌ'A, dementia-friendly tours, sensory-friendly hours, oral history workshops) with appropriate staff training and conduct a comprehensive needs assessment on the state of arts education in Hawai'i.
 - Increase Community-Based Engagement: Sustain, review, and expand workshops and traveling exhibits led by cultural practitioners, focusing on youth, kūpuna, and residents in rural/historically marginalized communities, and grow connections with health non-profits to integrate arts, wellness, and healing.
 - CONVENE-HO'ĀKOAKOA (to call together)
 - Elevate Public Awareness of Arts and Culture: Continue to implement (and refine as needed) the SFCA's strategic communications plan and toolkit to increase transparency and strengthen stakeholder engagement, clearly promoting the organization's mission and serving as a central resource for community arts events.
 - Integrate Arts into Daily Life: Grow and sustain partnerships with local media for regular "Arts Spotlights," and collaborate with non-arts centric organizations (like hospitals and civic groups) to integrate art into wellness, urban development, and social services.
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- Support Grassroots Arts Infrastructure: Serve as a subject-matter expert for preservation, conservation, research, and grant-writing to support and sustain small, local rural museums and cultural/historical societies.
- Make Art Visible and Responsive: Commission public art installations in communities across Hawai'i and support the creation of community-governed multimedia projects on each neighbor island, all while hosting regular community listening sessions to ensure programs meet evolving needs.
- CULTIVATE-HO'OKANU (to plant)
 - Strengthen and Fund Performing Arts: Support the Performing Arts task force to assess and support performing artists statewide, actively seek new revenue streams to grow financial support, and dedicate funds to subsidize travel and accommodation for groups performing in underserved and rural communities.
 - Integrate Performing Arts and Visual Arts: Continue to invite performing artists (dancers, poets, musicians) to serve as interpretive collaborators by developing new works that respond to and are performed within visual art galleries, effectively making the museum space a stage.
 - Cultivate New Creatives and Skills: Offer workshops and mentorship focused on developing skills for the modern economy (e.g., digital design, videography), positioning the organization as a talent incubator for new creatives.
 - Expand Digital Engagement and Transparency: Adopt emerging technologies (like AI and immersive platforms) to launch innovative digital programs, continue to digitize collections for free online access, and enhance transparency by posting frequent behind-the-scenes content to demystify the creative process.

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. The SFCA will measure the frequency, quality, usefulness, and relevance of SFCA programming, services, grantmaking activities, and other activities. In addition, data on participant attendance will be collected and disaggregated.
 - 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 the effectiveness of strategic plan implementation through formal and facilitated benchmarking process. In 2026, following the approval of the SFCA 2025-2030 Strategic Plan, the SFCA will adopt and implement a strategic performance management tool and associated processes. Align agency and grants projects with the strategic priorities, National Endowment for the Arts (NEA) goals for
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use of federal funds, and the ARTS FIRST Partners strategic plan. Assess competitiveness of federal partnership application based on panelist comments received from the NEA as well as an internal staff review to ensure quality of NEA partnership application. Participation with and research assistance from the National Assembly of State Arts Agencies for best practices for state arts agencies. The SFCA provides the NEA with federal descriptive reports, documenting use of federal funds and interpreting effectiveness.

- **C. Cost Effectiveness measure** - Continue to provide programs and services capable of reaching a broad-based constituency; assess and effect the administrative and coordinating efficiency of staff to provide culture and arts program services; monitor audience and participant group attendance at SFCA supported/sponsored events; target specific underserved populations such as rural, incarcerated, immigrant and low income families, youth/students, older adult communities, and persons with disabilities. Conduct regular resource allocation reviews. Provide NEA with federal descriptive reports, documenting use of grant funds. Provide the Legislature with the annual State Foundation on Culture and the Arts Annual Report and Performing Arts Grants Program Annual Report.
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DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2026

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

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

I. Goal

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

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

II. Objectives and Policies

- A. Lei-draping – to 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, & Līhue 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, Lāna'i City 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, Lāna'i City and Līhue that promoted Hawaiian tradition, food, and culture.

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, Lāna'i City 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, Lāna‘i City 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, Lāna‘i City 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 2026

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

Contact Person/Phone: Carlotta Amerino/(808)586-1400

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 Hawaii's Open Data policy, which seeks to increase public awareness and electronic access to non-confidential and non-proprietary data and information available from State agencies; to enhance government transparency and accountability; to encourage public engagement; and to stimulate innovation with the development of new analyses or applications based on the public data made openly available by the State.

II. Objectives and Policies

A. Legal Guidance and Assistance. Provide training and impartial assistance to members of the public and all State and county agencies to promote compliance with the UIPA and Sunshine Law.

1. Provide accessible training guides, audio/visual presentations, and other materials online at **oip.hawaii.gov** and supplement OIP's online training with customized training for State and county government entities.
2. Provide prompt informal advice and assistance to members of the public and government agencies through OIP's Attorney of the Day ("AOD") service.
3. Adopt and revise administrative rules, as necessary.

B. Investigations and Dispute Resolution. Assist the general public, conduct investigations, and provide a fair, neutral, and informal dispute resolution process as a free alternative to court actions filed under the UIPA and Sunshine Law, and resolve appeals under section 231-19.5(f), HRS, arising from the Department of Taxation's decisions concerning the disclosure of the text of written opinions.

1. Focus on reducing the age and number of OIP's backlog of formal cases in a manner that is fair to all requesters.

C. Open Data. Assist ETS and encourage all State and county entities to increase government transparency and accountability by posting open data online, in accordance with the UIPA, Sunshine Law, and the State's Open Data Policy.

1. Post all of OIP's opinions, training materials, reports, and *News from OIP* 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 filled a vacant staff attorney permanent position in April 2025.
- b. OIP received 1,922 total requests for assistance in FY 2025. Of those, 88.2% (1,695) were informal requests typically resolved the same day through OIP’s AOD service.
- c. OIP resolved 225 formal cases in FY 2025. This included FY 2025 cases, and older cases dating back to FY 2022.
- d. OIP wrote 7 formal opinions and 28 informal opinions in FY 2025.
- 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 one tailored in-person training on the Sunshine Law.

2. Year 1 Action Plan

- a. Continue to chip away at the backlog of formal appeals. Hopefully, most FY 2023 cases will be closed midway through the fiscal year, which will allow OIP to address the remaining FY 2024 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 and create new 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.
- e. Conduct a public hearing to obtain agency and public input on proposed amendments to OIP's administrative rules, including legally required renumbering and new fee schedules, conditioned on the receipt of approvals from the Attorney General, Comptroller, Small Business Regulatory Review Board, and the Governor.

3. Year 2 Action Plan

- a. Continue to reduce backlog of appeals.
- b. Assuming adoption, implement OIP's new administrative rules, including the creation of new training materials and a new UIPA Record Request Log.
- c. 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 1,922 total requests for assistance in FY 2025. Of those, 88.2% (1,695) were informal requests typically resolved the same day through OIP's AOD service.
- b. Of the 124 cases that remained pending at the end of FY 2025, 76 were opened in FY 2025, 37 were opened in FY 2024, 10 were opened in FY 2023, and one was opened in FY 2022. OIP resolved 225 formal cases in FY 2025. This included FY 2024 cases, and older cases dating back to FY 2022.
- c. OIP wrote 7 formal opinions and 28 informal opinions in FY 2025.

2. Year 1 Action Plan

- a. Strive to resolve 70% of all formal cases opened in FY 2026.
- b. 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.

3. Year 2 Action Plan

- a. Strive to resolve all formal cases filed before FY 2026, 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.

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 report summarizing results for FY 2024 from 191 State and 111 county agencies.
- b. Distributed 12 emailed newsletters,
- c. Prepared and distributed OIP annual report.
- d. Received 158,906 unique visits from Hawaii to OIP's website and 223,672 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 2026 from all State and county agencies.
- c. Post information on OIP's website at **oip.hawaii.gov** to provide transparency and obtain public input on the rule-making process.
- d. 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 2025, State and county agencies reported 26,927 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 2025 legislative session, OIP reviewed 365 bills, monitored 151 bills, and testified on 39 bills.
- b. In FY 2025, OIP opened six new litigation cases for purposes of monitoring court cases involving the UIPA or Sunshine Law. Six litigation cases were closed, resulting in 24 cases that remained pending at the end of FY 2025.

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 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.