

DEPARTMENT OF AGRICULTURE ANNUAL REPORT

PURSUANT TO ACT 100, SLH 1999

Submitted to the 2004 Legislature

December 2003

ACT 100, SLH 1999  
ACTION PLANS  
2003 Update

Division/Branch: Agricultural Loan Division

Purpose: To foster economic development by stimulating, facilitating, and granting loans to farmers and aquaculturists.

Goal 1: To increase the overall number of loans and dollar amount loaned over time and to increase private lenders' involvement in joint loans. The Division's long-term target/goal is to increase its overall portfolio by \$5,000,000 in 5 years.

Objective: Approve 25-30 loans annually with a dollar amount of \$2,500,000-\$3,000,000 in State funds. The number of loans and dollar amounts remain fairly steady as they are based on the Division's projections of available funds. The Division also plans to increase the number of loans done in cooperation with other lenders. The target for fiscal year 2004 is 5 cooperative loans with the private lenders contributing \$500,000. By fiscal year 2007, the number of cooperative loans is targeted at 12 with the private lenders contributing \$1,200,000.

1. Continue outreach and marketing efforts to stimulate loan activities by meeting with a minimum of 20 Bank representatives. The outreach will educate lenders about the State program and agricultural and aquacultural lending opportunities. The loans made in cooperation with other lenders will leverage the State's funding and allow the program to stretch its limited funding to assist more borrowers.
2. Meet with farmers to keep them aware of existing programs and new programs offered by the Division.
3. Attend at least 3 commodity group or industry association meetings.

Objective: Create or preserve 100 agricultural/aquacultural jobs and expand or preserve 250 acres of agricultural lands annually. While these measures may not have a one to one direct correlation to the State's loan, it will give an indication of the effect the loan has on the operation. It will also help to demonstrate the effect the Division has in developing the agriculture and aquaculture industries and their contributions to the economy. Although the Division has creation or retention of jobs and agricultural acreage as targets these will not be factors in deciding which loan will be funded or approved.

1. Monitor the retention/creation of agricultural jobs.
2. Preserve or expand use of agricultural lands. The program intends to begin tracking farm acreage and workforce from calendar year 2003.

3. Develop or modify existing forms to track the current farm size and workforce and projected increases.
4. Conduct surveys to determine if there was actual growth in acreage or increase in the number of farm employees after the loan was disbursed.

Objective: Step up collection efforts and monitor the revolving funds to determine adequate financing needs. Collection efforts are important, as funds collected will fund future loans. The Division's goal is to keep delinquencies under 10% of the total loan volume as noted in the Measures of Effectiveness. However, as the lender of last resort, the Division's primary mission is to assist agriculture/aquaculture enterprises and collection efforts must balance with the need to support the industries. Due to limited funding, in order to reach its goal to increase the overall portfolio by \$5,000,000 in 5 years the Division may need to seek additional funding through general fund appropriations

1. Work closely with borrowers.
2. Monitor delinquency rates.

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Division/Branch: Plant Industry Division

**Purpose:** To prevent entry of pests detrimental to agriculture and native ecosystems in Hawaii, control pests through chemical/mechanical methods and the use of biological control, open new markets for Hawaii agricultural products, including fruits and vegetables and nursery products through quarantine agreements and post-harvest treatment protocols, help growers produce a wider range of agricultural products of higher quality for a competitive advantage in the marketplace, and prevent adverse effects from the use of pesticides.

**Goal 1:** To encourage agriculture's growth as a vital component of Hawaii's economy. Increase the farm gate value of diversified agriculture, including aquaculture, by 15% over 5 years.

**Objective:** Increase local sales, domestic exports, and international exports of Hawaii's agricultural products.

1. Negotiate export agreements for specific products and markets such as potted anthuriums for export to Japan. Prepare briefing documents for potted anthurium for USDA negotiation team for 2004 United States – Japan Bilateral Quarantine Meetings. Prepare nurseries for on-site inspection by the Japan Ministry of Agriculture Forestry and Fisheries (MAFF) [expected to be in the 4<sup>th</sup> quarter of 2004]. Prepare nurseries for the first test shipment of plants to Japan [expected to be in the 4<sup>th</sup> quarter of 2004]
2. Facilitate discussion to stimulate private sector interest for a second irradiator in Hawaii to be located on Oahu. Identify industry needs for export and import phytosanitary requirements. Query growers for top 10 products of export interest. Facilitate discussion between the United States Department of Agriculture and the private sector for the use of a private treatment facility for the sterilization of fruit fly pupae. Assist in linking private investors in Hawaii with a mainland vendor of contract treatment services for a possible joint venture. Assist in identifying sites and compliance with regulations for the irradiator. Assist in a plan for construction and completion of a facility [Timeframe: end of 2005]. Prepare and submit Pest Risk Assessments for crops to secure regulatory clearances for use of irradiation as a quarantine treatment for production for local and export markets. Work with growers to identify new agricultural products for export.

3. Restructure the nursery certification program to ensure that nursery exports to other states and countries are pest free and are allowed entry into those destinations. Timeframe: 2 years.
4. Create an interisland nursery certification program to ensure that pests do not move freely to nurseries and other environments on uninfested islands. Timeframe: 2 years.

Objective: Protect Hawaii's agricultural industries, natural resources, and the public from the entry and establishment of detrimental animals, insects, and plants.

1. Establish an intern program for training potential Plant Quarantine officers, assisting specialists with permits, research, and site inspections and assisting officers at ports-of-entry. This will increase the number of qualified applicants for positions as well as help handle the workload. Timeframe: 1 year.
2. Maintain current federal support for Plant Quarantine programs and seek additional federal sources to address these needs. Support the federal agency partners that work with and help fund HDOA and other complementary programs. Timeframe: ongoing.
3. Reorganize the Plant Quarantine Branch to better service the public and prevent the importation of invasive species. Create a biotech specialist position and a supervisory position over the six specialist positions to better coordinate their activities, develop branch training and education/outreach programs, and coordinate enforcement and investigation activities. Timeframe: 2 years.
4. Develop and implement a quality control program and create an integrated database system within the Plant Quarantine Branch to assess risk of entry of invasive species, evaluate invasive species interdiction techniques, and prioritize activities. Phase 1 will involve the development of the program and database at a single port-of-entry. The program will be designed to be dynamic for statewide expansion in subsequent phases. Timeframe (Phase 1): 2 years.
5. Collaborate with Hawaii Invasive Species Committee and other Invasive Species Committees, counties, federal agencies, and the military to control invasive pests such as the coqui frog, the fire ant, thorny kiawe, and miconia. Time frame: 5 years.
6. Prevent distribution of noxious weed seeds by examining seed shipments originating from foreign and domestic seed sources for exotic seeds, such as fireweed, field bindweed, and quackgrass. Revise Chapter 67, Seed Rules to include other seeds of exotic noxious weeds. Time frame: 1 year. Upgrade one Chemical/Mechanical Control Section staff member to be certified as a Seed Analyst in the Association of Official Seed Analysts. Time frame: 5 years.
7. Conduct statewide surveys to establish locations of regulated pests for control or eradication. Identify locations of noxious weeds i.e. fireweed and

fountaingrass, plant diseases i.e. banana bunchy top virus and papaya ringspot virus, insect pests i.e. little fire ant and coqui frogs. Time frame: 1 year. Revise Chapter 69A, Pests for Control and Eradication, for new pests found in Hawaii such as the little fire ant. Time frame: 5 years.

8. Increase survey and detection activities to detect, delineate, and eradicate incipient infestations of invasive alien species, such as the red imported fire ant, Africanized honey bee, coconut rhinoceros beetle, new tephritid fruit flies, and many other serious pests not yet found in Hawaii. Seek extension of present federal funding support and new funding for future years to increase personnel, equipment, and supplies necessary to implement this action. Timeframe: 3 years.
9. Continue to seek federal funding to supplement operating funds to conduct foreign explorations to search for and introduce potential biocontrol agents of targeted plant pests. Timeframe: ongoing.
10. Recruit and fill four vacant positions (Entomologist V, Plant Pathologist, and Entomologist III) in the Biocontrol Section. These positions are vital to the biocontrol program in order to conduct foreign exploration for natural enemies of plant pests targeted for control, to propagate and colonize them in approved quarantine facilities, to study and test them in order to gain approval for their release from quarantine, and to release and establish them in the field to reduce the invasiveness of significant alien species that threaten agriculture and the environment. Timeframe: 6 months.
11. Make maximum use of personnel temporarily assigned to the Branch from Federal and other State agencies to assist with survey and biocontrol projects, respectively. Timeframe: 3 years.
12. Continue to seek federal funding to upgrade biocontrol facilities in order to increase the biocontrol program's capabilities. Timeframe: ongoing.

Goal 2: To reduce severe pesticide illnesses reported to the poison hotline by 50% in 5 years.

Objective: Establish a mechanism to report pesticide illnesses. The Department of Health, Emergency Medical Services Systems Branch now administers the poison hotline. The target date to establish a coordination mechanism with the Emergency Medical Services Systems Branch is April 1, 2004.

Objective: Conduct actions to reduce the severity and number of pesticide illnesses.

1. To renew the contract with the Hawaii Poison Center to provide services to provide child safety locks to caregivers of children through community health clinics and evaluate exposure data. Target Date: December 1, 2003.
2. Evaluate the effectiveness of child safety locks in reducing pesticide illnesses to children under 6 years old. Target Date: February 1, 2005.
3. To reduce the chance that a structural fumigation will cause a death or injury, surveillance and enforcement efforts for deadly fumigants, including sulfuryl

fluoride and chloropicrin will be continued. At least thirty (30) fumigation use inspections to assure fumigations meet health and safety requirements will be conducted. Target Date: September 30, 2004.

4. To reduce agricultural worker illnesses due to pesticides exposure, 40 inspections will be conducted of agricultural employers. Emphasis is to be placed on farms using toxic pesticides, farms with a past enforcement action (either a warning notice or civil penalty), crops requiring worker entry soon after pesticides have been applied with considerable worker exposure, such as cut flowers, pineapples, and seed corn. Target Date: September 30, 2004.
5. To develop a pesticide case database to enable pesticides field data to be shared in a national database of pesticide cases. The U.S. Environmental Protection Agency has developed a pesticides field data plan, which provides information concerning pesticides cases. It includes the following data elements:
  - Date of complaint / investigation,
  - Geographic location,
  - Application site type,
  - Case qualifier / type of inspection,
  - Violation status,
  - EPA registration number or active ingredient, if not registered, and
  - Method of application.

With a national database, it will be easier to identify pesticides that cause hazards throughout the nation. Target date for State data to be entered into national database: September 30, 2004

Goal 3: To have no increase in the number of drinking water sources having a pesticide residue level in excess of 10% of a regulatory limit.

Objective: To promulgate rules classifying pesticides with the potential to leach as restricted-use pesticides. This will ensure use records are kept and dealer reports of sales for these pesticides are submitted to the Department of Agriculture. Target date: June 2004.

Objective: To fund research to enable informed decision-making on pesticides potential to leach into the water supply. (Projects have been funded in FY-01 and 03. Continuing support for review of new pesticides is needed and may be funded through the Pesticides Use Revolving Fund).

1. Review progress of current projects: February 2004.
2. Solicit new research proposals: March 2004.
3. Select best proposals and prepare funding vehicles: April-June 2004.

Goal 4: To achieve a 90% compliance rate with pesticide distribution and use requirements.

Objective: To develop a mechanism to track compliance rate by activity area. Target date: June 30, 2004.

Objective: To identify activity areas not achieving 90% compliance, identify reason for non-compliance and determine actions recommended to attain better compliance rates. Target date: September 30, 2004.

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Division/Branch: Animal Industry, Animal Quarantine Branch

Purpose: To protect animal and public health by reducing the likelihood that rabies will be introduced into the State and monitoring animal entries for alien pests that may carry human or animal diseases.

Goal 1: Increase program efficiency by upgrading computer hardware and software and utilize advanced computer technology that is capable of integrating pet, owner, microchip and financial information.

Objective: Research, contract vendor, design and implement an integrated quarantine computer system by late 2005.

1. Meet with staff and IT personnel to identify needs, desired processes and budget by July 2004.
2. Identify system hardware, software and peripherals required, obtain estimates by September 2004.
3. Solicit vendors/consultants through the State procurement process by late 2004.
4. Contract vendor to design, troubleshoot and implement the computer application by early 2005.
5. Test, validate and initiate the new computer system by late 2005.

Goal 2: Expedite and simplify procedures for the movement of dogs and cats to and from the State.

Objective: Implement a Pet Passport System (PPS) utilizing bar-code technology by December 2007.

1. Determine the feasibility and requirements to implement a bar code / pet passport system.
2. Investigate bar code technologies and software/hardware systems and evaluate compatibility with passport system by July 2004.
3. Develop vaccination and testing protocols for passport system by July 2004.
4. Purchase computer hardware and software and other technologies to implement the PPS by mid-late 2005.
5. Bench test and validate system in field use 2006.
6. Purchase consumables for system and implement by 2007.

Goal 3: Apply new information on rabies virus and public policy to analyze the quarantine program and respond to needs of users and the general public.

Objective: Modify rules and regulations on an ongoing basis to be consistent with current rabies scientific principles and other anticipated initiatives.

1. Amend rules, hold public hearings, and implement new rules for resident animals and guide and service dogs by early 2004.
2. Review rules and identify areas to amend with respect to installing a passport system by 2005.
3. Amend rules, hold public hearings, and implement new rules relating to a pet passport system in 2006.

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Division/Branch: Animal Industry, Livestock Disease Control & Veterinary Laboratory

Purpose: To protect livestock, poultry and public health by preventing the entry of disease into the State, and diagnosing, monitoring, controlling and eradicating livestock and poultry disease of economic and public health concern.

Goal 1: Participate in the National Animal Identification Plan to achieve a trace back system that can identify all animals and premises potentially exposed to a Foreign Animal Disease within 48 hours of discovery of such disease.

Objective: Plan, develop and fully implement a State animal identification database, consistent with the national plan, by 2007.

1. Research computer needs and purchase hardware and software by July 2004.
2. Designate a State manager and implement the premise identification requirements by September 2004.
3. Insure that cattle, swine and small ruminants possess individual or group/lot identification for interstate movement by late 2005.
4. Bring remaining animal species (bison, deer, elk, and poultry) into compliance with the national program by late 2006.

Goal 2: Obtain participation in the Voluntary Johne's disease control program by 100% of the dairy herds, and beef herds that represent at least 60% of the beef cattle in the State, by January 2006.

Objective: Determine the prevalence of Johne's disease in participating dairy and beef herds by July 2005

1. Complete herd risk assessments on participating dairy and beef herds by October 2004.
2. Test blood samples from cattle slaughtered in the State between November 2003 and November 2004.
3. Test blood and fecal samples on 10 dairy herds and 50 beef herds by July 2005.
4. For Johne's disease positive herds, work with herd owners to develop a Johne's Herd Management Plan by mid-late 2005.
5. For Johne's disease negative herds, enroll herds into a five-year plan to achieve an "essentially free" status by 2006.

6. Apply for additional USDA funding to continue the John's program for 2005 in late 2004.

Goal 3: Develop a control and eradication plan for bovine tuberculosis in wildlife on Molokai by July 2007.

Objective: Update and implement a new Molokai bovine tuberculosis control plan by July 2004.

1. Meet with USDA bovine tuberculosis disease staff to review current plan and status and agree upon a new draft plan by early 2004.
2. Obtain input from Molokai stakeholders on draft plan; meet with Molokai ranchers, property owners and hunters to discuss annual herd testing, wildlife surveillance, and the national bovine tuberculosis program and how it relates to the Molokai draft plan.
3. Final plan and submit to USDA by July 2004.
4. Determine wildlife surveillance level goals and make plans to intensify hunter-based sample submissions to achieve surveillance goals by 2005.

Objective: Conduct and complete research on the density and range of movement for feral swine, a wildlife reservoir for bovine tuberculosis on Molokai, by December 2005.

1. Conduct meetings with USDA-Veterinary Services and USDA-Wildlife Services to develop a funding and operational plan for feral swine research by July 2004.
2. Seek funding from USDA-Veterinary Services for the performance of movement and population density studies of feral swine on Molokai by October 2004.
3. Contract USDA-Wildlife Services to perform the feral swine study by December 2004.
4. Conduct density and range movement research from December 2004 to December 2005.

Objective: Assess the risk for transmission of bovine tuberculosis from wildlife to cattle on Molokai and develop a final risk mitigation plan by late 2006.

1. Provide USDA-Veterinary Services with relevant data on tuberculosis prevalence, location of cases, density of feral swine, and range of movement for feral swine by January 2006.
2. Provide assistance to USDA-Veterinary Services in completing the tuberculosis risk assessment during early 2006.
3. Insure that the risk assessment is completed by late 2006.
4. Develop and implement herd /area/ Molokai final plan to reduce the potential for bovine tuberculosis infection in cattle by late 2006.

Goal 4: Insure Hawaii meets national and international requirements for Transmissible Spongiform Encephalopathy (TSE) surveillance by July 2005.

Objective: Insure that the State TSE surveillance program and laws are consistent with national TSE programs.

1. Amend Hawaii Administrative Rule, Chapter 16, Cattle, Sheep and Goats, to include rule changes that allow for consistency with the National Scrapie program, Bovine Spongiform Encephalopathy and Chronic Wasting disease by July 2005.
2. Enroll captive Cervidae herd into the voluntary Chronic Wasting Disease surveillance and certification program by July 2004.
3. Increase the number of samples submitted for Mad Cow Disease during 2004 and out-years.

Goal 5: Insure that the veterinary laboratory is capable of providing quality diagnostic services to rapidly detect diseases of livestock and poultry, including foreign animal diseases, agro-terrorism agents, and newly emerging or re-emerging diseases

Objective: Provide timely and accurate laboratory diagnoses to aid the division's disease control program in early detection of newly emerging or exotic diseases and in the surveillance of existing animal diseases.

1. Increase efficiency to rapidly diagnose foreign animal disease by training two additional Veterinary Medical Officers as Foreign Animal Disease Diagnosticians by December 2004.
2. Enhance bacteriological diagnostic capability by introducing a computer-aided semi-automatic system to increase the accuracy and speed of bacterial identification by July 2004.
3. 3: Cross train microbiologists and veterinary medical officers to insure uninterrupted laboratory operations by July 2005.
4. Request CIP funds to construct a Biosecurity Level 2 or higher laboratory or to convert current laboratory space to a higher biosecurity level by January 2005.
5. Explore the feasibility of establishing modern biotechnological procedures, such as real-time polymerase chain reaction methodology, to rapidly diagnose foreign animal diseases of economic and/or public health concern by December 2004.

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Division/Branch: Agricultural Resource Management Division

Purpose: To assist in developing and managing the State's agricultural resources by ensuring adequate and reliable supplies of irrigation water, farmland, infrastructure, and facilities for produce processing, livestock slaughter and agricultural research.

Goal 1: To improve utilization and occupancy of the agricultural parks by 25% by FY 2007.

Objective: Increase the efficiency of the agricultural parks program. There are ten agricultural parks totaling 241 lots on 4,914 acres. Presently, approximately 10% of the lots are not utilized and approximately 5% of the lots are not occupied. In addition, approximately 20% to 25% of the leased lots are not in compliance with all lease terms and conditions. Those lots that are not currently utilized will be allowed a limited time to bring into compliance before the leases are cancelled and re-awarded.

1. Inventory the existing status of all agricultural park lots, identify the under-utilized lots, prepare a comparison table of lease terms and condition requirements to be complied with, notify lessees of non-compliance, cite lessees in non-compliance, enforce lease terms and conditions, conduct appraisals, issue public drawing notices for drawing unoccupied lots, conduct field inspections, and counsel lessees. This survey is ongoing and we expect substantial completion in 2006.
2. Track on a computer generated database what lots are leased and utilized, and when each separate lease term and condition is either met or in compliance. We have begun developing this database. Work on this database continues, however, due to existing staffing levels, we expect this project to be completed in 2006.
3. Research and prepare statutory amendments to Chapter 166, HRS, and to lease terms and conditions which will provide greater flexibility, broader authority, and reduction of cumbersome documentation. This action is on going. The division expects to have the compilation of changes done in 2005

Goal 2: To provide water resources for agribusinesses via State operated irrigation systems with 80% reliability by FY 2008.

Objective: Evaluate existing state operated irrigation systems to explore the development of new or additional water sources for activation during emergencies or drought. Potential water resources that may need to be evaluated are brackish water wells, abandoned or unused surface diversions, exchange of storage facilities for well field development, etc.

1. Research "outside" sources. Contact counties, private sector, and the federal government to discuss alternative water sources. These activities are ongoing and will continue through 2008.
2. Identify possible alternative funding sources to assist in the development cost of the options. This review is ongoing and will continue through 2008.

Goal 3: To encourage revitalization of diversified agriculture along the Hamakua coast.

Objective: Substantially complete improvements to the Lower Hamakua Ditch Irrigation System.

1. Complete the design and construction of the main intakes for the Lower Hamakua Ditch. Design of this project is currently underway and should be completed in the spring of 2004. Construction is anticipated to be completed by the end of 2004, weather permitting.
2. Complete the final phase of flume improvements to the Lower Hamakua Ditch. Design of this project is currently underway and should be completed in the spring of 2004. Construction may begin as soon as summer 2004, however, may be delayed due to lack of funds. Construction is estimated to take approximately one calendar year from the notice to proceed, weather permitting.
3. Install necessary laterals to provide maximum availability of irrigation water. This project is in the conceptual phase and is tentatively schedule for design in 2005. Construction is expected to begin approximately one year following the beginning of the design, with a completion estimated of one year following the notice to proceed, weather permitting.

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Division/Branch: Quality Assurance Division, Commodities Branch

Purpose: To assist in the development and stability of agricultural industries by assuring the quality, origin, and safety of agricultural commodities and fair and just business dealings.

Goal 1: Provide for the current and anticipated needs of our clients through unbiased, professional and timely service-for-fee inspection, certification, and audits to: meet contract, buyer, or regulatory requirements; protect their interests; or, add value and promote their products or businesses locally and overseas.

Objective: Reduce the turn-around time to certify the grade and origin of Hawaii-grown coffee, shipped from the place of origin, to average no more than two days statewide by 2006 and not to exceed two days on Hawaii, Kauai and Oahu by 2006.

1. Reorganize Branch to move vacant permanent Hilo Agricultural Commodities Marketing Specialist (ACMS) position to Captain Cook (Kona) and re-describe as an ACMS IV West Hawaii District Supervisor and Coffee Specialist by April 30, 2004. Obtain Governor's approval to fill this position by June 30, 2004, and fill position by August 1, 2004.
2. Complete coffee grading training of the Kauai ACMS and one Oahu ACMS by October 2004 (prior to start of coffee season).
3. Train the new Kona ACMS (upon reorganization) and three additional Oahu ACMS in coffee grading by October 2006.

Objective: Meet 100% of requests for seed certification with branch staff by 2005.

1. Temporarily detail five temporary ACA positions to the seed certification program and fill them by February 1, 2004.
2. Reorganize Branch to: relocate five temporary Agricultural Commodity Aid (ACA) positions from Hilo to Maui, Kauai, Molokai, and Oahu to provide coverage for the newly acquired seed certification program; and, create a new ACMS V Seed Certification Specialist and Food Safety Coordinator position on Oahu by April 30, 2004.
3. Fill a vacant Oahu ACMS position (approved by governor) by April 30, 2004.
4. Interview and reallocate an existing ACMS to fill the new ACMS V Seed Certification Specialist and Food Safety Coordinator position on Oahu by August 1, 2004

5. Obtain Governor's approval to fill vacant ACMS position created by internal promotion to ACMS IV position in West Hawaii by October 31, 2004, and fill position by February 28, 2005.
6. Establish standard operating procedures for the seed program by
7. June 30, 2005.

Objective: Meet all requests for Good Agricultural Practices (GAP)/Good Handling Practices (GHP) Audits. Double the current level of audits annually to reach 80 by 2008.

1. Finalize training and licensing in USDA Good Agricultural Practices / Good Handling Practice for three ACMS on Oahu by December 2004; and four ACMS on Oahu, Hilo and Maui by December 2005.
2. Fill new ACMS V Seed Certification Specialist and Food Safety Coordinator position on Oahu by August 1, 2004.
3. Establish standard operating procedures for the GAP/GHP program by June 30, 2006.
4. Work with UH/CTAHR/CES to educate firms about GAP/GHP audits and their importance for conducting business in the new world economy, ongoing.

Goal 2: Stabilize the Hawaii milk industry to encourage the continued production of milk in the State by maintaining reasonable prices paid to dairy producers for milk produced in the Oahu and Hawaii milk sheds and a fair and equitable distribution of milk quota statewide

Objective: Provide the legal basis to allow dairy production to thrive in Hawaii under current State and national fluid milk production and marketing conditions. Increase average blend price paid to dairy producers as compared to minimum price paid for Class I milk to 97% in the Oahu milk shed and 98% in the Hilo milk shed by 2007.

1. Conduct a cost of production study for the Hawaii milk shed to establish the appropriate minimum price paid to dairy producers in that milk shed by December 31, 2004.
2. Review the existing milk quota pooling system and revise as necessary to best meet the needs of the dairy producers in the State by December 31, 2004.
3. Review the requirements for milk utilization and revise as necessary to best meet the needs of the dairy producers in the State by
4. December 31, 2004.
5. Amend Chapter 157, Hawaii Revised Statutes, to require use of Hawaii produced milk before importing milk from outside the State, by June 30, 2005.

6. Compile and amend, as required by actions 1 through 4, the Milk Control Rules, by June 30, 2005.

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Division/Branch: Quality Assurance Division, Measurement Standards Branch

Purpose: To minimize inaccurate or fraudulent practices in commercial measurement, labeling, and pricing to reduce losses to sellers and consumers; maintain the State's primary standards; and, calibrates test standards.

Goal 1: Increase the compliance rate for inspected businesses using price scanners to 95 percent by FY 2008.

Objective: Identify all businesses using price scanners statewide by FY 2007.

1. Identify new stores that use price scanners in the State. Ongoing.
2. Amend Chapter 486, Hawaii Revised Statutes, to require all stores using price scanners to register them with the Department of Agriculture by June 30, 2005.
3. Adopt rules pertaining to the registration of price scanners by June 30, 2006.
4. Register all stores with price scanners by FY 2007

Objective: Increase both out-reach and administrative penalty activity to improve compliance by FY 2008.

1. Increase surveillance frequency on stores with poor performance in order to increase compliance.
2. Out-reach and educate stores to seek voluntary compliance.
3. Issue non-compliance notices and conduct administrative hearings to administer penalties and utilize the Department of Commerce and Consumer Affairs to handle unresponsive stores.

Goal 2: Increase the percentage of registered measuring devices inspected annually from 40% to 100% by FY 2008.

Objective: Upgrade the Measurement Standards Branch networking capabilities to increase the efficiency of recording inspection results, recovering data and licensing devices by FY 2005.

1. Obtain and install computers in the Captain Cook office in FY 2004, and in the Maui and Hilo offices in FY 2005.
2. Work with DOA IT staff to get Internet access in the Captain Cook office during FY 2004.

3. Implement the new WinWam database and accounting application during FY 2004.
4. Purge the measuring device registration list during FY 2004.
5. Utilize *ehawaii.gov* services to make web based registration of commercial devices possible by FY 2005.

Objective: Provide training for current and new staff to increase proficiency and capabilities by FY 2006.

1. Review Measurement Standards inspector V Position Description with HGEA, Personnel, and DHRD to determine if providing training is within class specifications by December 31, 2003.
2. Make appropriate changes to Position Description, Class Specifications, or staff to identify appropriate personnel to perform training during FY 2004.
3. Develop training program for new inspectors during FY 2004.
4. Conduct training to increase the proficiency and capabilities of existing inspectors by FY 2005.

Objective: Expand the Measurement Standards Branch enforcement to all islands by the end of FY 2005.

1. Utilize personnel, DHRD, and HGEA to facilitate the temporary assignment of Oahu inspectors to Kauai by the end of FY 2004.
2. Cross train Agricultural Commodities Market Specialist on Kauai to conduct taximeter inspection during FY 2004.
3. Submit Maui and Hilo Position Descriptions to Personnel for review and approval by December 31, 2003.
4. Request staffing for Maui and Hilo positions by January 2004.
5. Submit interview questions for Maui and Hilo positions to Personnel for review and approval by the end of February 2004.
6. Conduct interviews and hire inspectors by July 2004.
7. Identify resources for the training, equipment, and vehicles of new inspectors by the end FY 2004.
8. Train, equip, and provide vehicles for all of the new inspectors by the end of FY 2005.

Objective: Allow service agencies to assist in the inspection of commercial devices by the end of FY 2006.

1. Draft amended administrative rules for mandatory training for licensing of registered service agents by December 31, 2004.
2. Conduct public hearings to accept amended rules by the end of FY 2005.
3. Develop training program for service agencies in conjunction with employee training program by FY 2005.
4. Implement training program for service agents during FY 2006.

5. Include placed-in-service inspections performed by service agents in annual count of commercial devices inspected during FY 2007.

Goal 3: Update all Administrative Rules adopted under Chapter 486, Hawaii Revised Statutes, including device registration and standard certification fees, by FY 2005.

Objective: Update all Administrative Rules adopted under Chapter 486, Hawaii Revised Statutes, including device registration and standard certification fees, by FY 2005.

1. Draft amended administrative rules by December 31, 2004.
2. Conduct public hearings to accept amended rules by the end of FY 2005.

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Division/Branch: Aquaculture Development Program

Purpose: To develop a sustainable and profitable commercial aquaculture industry by encouraging a diversity of products, improving management practices and technologies, and providing direct assistance with regulations, disease, marketing and new business development.

Goal 1: Facilitate the development of commercial open ocean aquaculture.

Objective: Develop open ocean aquaculture into a \$5M industry by December 2008.

1. Facilitate continuation of Federal/State sponsored research on species, systems and environmental impacts on an on-going basis.
2. Promote investment in open ocean aquaculture, e.g., ADP website, conferences and trade magazine articles, on an on-going basis.
3. Cooperate with the Office of Planning, DBEDT to develop protocols and procedures for public access to the GIS ocean mapping information compiled by ADP, UH and OP by December 2004.
4. Cooperate with the Department of Transportation and the Division of Boating and Ocean Recreation, DLNR, to assess the availability of support infrastructure for the growth of open ocean aquaculture by December 2004.
5. Facilitate permit and lease approvals for two additional commercial open ocean aquaculture projects by December 2005.
6. Designate prime, environmentally acceptable sites for open ocean aquaculture in State marine waters around the main Hawaiian Islands by December 2006.

Goal 2: Facilitate the development of the freshwater and marine aquarium products segment of the aquaculture industry.

Objective: Develop the freshwater and marine aquarium products segment to a \$10M industry (\$5M freshwater and \$5M saltwater) by December 2008.

1. Develop, in cooperation with industry, a consensus/action agenda for expansion of aquarium species production by December 2004.
2. Facilitate species importation permits on an on-going basis.
3. Update the Aquarium Industry Directory by July 2004.
4. Assist in developing and implementing an industry-wide, generic marketing plan for aquarium species by July 2005.

5. Conduct an aquaculture park feasibility and site determination study for aquarium species producers by December 2006.
6. Develop two aquaculture parks for aquarium species producers by December 2008.

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Division/Branch: Agribusiness Development Corporation

Purpose: To facilitate and coordinate the development and expansion of Hawaii's agricultural industry by directly participating in the shift from dual crop (sugar and pineapple) to a diversified agriculture industry.

Goal 1: Ensure the continued operation and maintenance (O&M) of selected irrigation systems and related infrastructure vital to the development of diversified agriculture throughout the State.

Objective: Improve operational efficiency of the Waiahole Water System (WWS).

1. Consistently operate and maintain the system with a system loss below permit allowance (12-month moving average of 2.0 million-gallon per day) by June 2004.
2. Continue to provide accurate and reliable monthly flow data to the Commission on Water Resource Management (CWRM).
3. Coordinate with the Department of Agriculture, Agriculture Resource Management Division and the U.S. Army Corp. of Engineers on the award of federal funds intended for the reservoir dredging and lining project to be completed by June 2006.

Objective: Improve the operational efficiency of the Kekaha irrigation system, drainage system and power system.

1. Clean & clear selected ravines and channels of the Kekaha irrigation system by January 2004.
2. Replace drainage pumps and upgrade structures at the Kawaiete and Nohili pumping stations by September 2005.
3. Evaluate and harden critical portions of the electrical power distribution system by September 2005.

Goal 2: Initiate and support cost-effective public-private partnerships that can provide farmers with affordable leased land.

Objective: Effectively manage and maintain the Kekaha agricultural lands, transferred to ADC via Executive Order 4007, for successful agricultural activities.

1. Implement necessary accounting/bookkeeping procedures by November 2003 and develop ADC's land-management procedures by December 2004.
2. With input from stakeholders, complete a first draft of the Kekaha business plan by September 2004.
3. If mutually agreeable, turn over O&M responsibilities of the Kekaha agricultural lands and related infrastructure to the Kekaha Agriculture Association by January 2005.
4. Initiate the subdivision process for the Kekaha agricultural lands by January 2005.
5. Issue long-term leases to tenants by December 2007.

Objective: Continue efforts to establish an agricultural subdivision in Hamakua on the island of Hawaii.

1. Assist in the development of a comprehensive strategic or master plan for the area with input from stakeholders to include: farmers, ranchers, private landowners, and government officials by December 2004.
2. Identify a parcel of land suitable for the project and initiate land acquisition processes by September 2005.
3. Initiate the subdivision process by September 2006.
4. Issue leases to tenants by December 2007.

Goal 3: Provide statewide coordination and assistance in areas important to agricultural development.

Objective: Train immigrant farmers on proper use of pesticides on the Big Island.

1. Secure grant funding from the Environmental Protection Agency by January 2004.
2. Contract experienced entomologists for the development and implementation of a training program by January 2004.
3. Monitor program implementation progress and evaluate results by September 2004.

Objective: Pursuant to Act 194, Session Laws of Hawaii (SLH) 2002, develop a marketing plan and strategy that fully represent all segments of the diversified agriculture sector in Maui.

1. Contract with University of Hawaii (UH) extension personnel for the development of a marketing plan by June 2004.
2. Monitor program implementation progress and evaluate program results by November 2005.

Objective: Assist Kauai papaya farmers to make use of the idled Kauai Tropical Fruit Disinfestation Facility.

1. Obtain lease from the UH for the facility by June 2004.
2. Issue an operating agreement to the farmers for use of the facility by January 2005.

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Division/Branch: Agricultural Development Division

Purpose: To collect and disseminate appropriate agricultural and marketing information to improve outcomes in the decision making process; promote, develop and expand markets for agricultural, aquaculture and complementary value-added products; facilitate agricultural producers, wholesalers, processors, government agencies and other interested parties to initiate collaborative actions to advance the interest of Hawaii's agricultural trade; leverage funding for development and marketing activities by initiating partnership projects with the agricultural industry, USDA and other state or county agencies; and help promote a viable, sustainable and environmental friendly, agricultural economy in the State.

Market Development Branch

Goal 1: Promote, develop and expand market opportunities for Hawaii agricultural and value-added producers in local, domestic and foreign markets.

Objective: Facilitate sales of agricultural and value-added products in the local market by 2% annually for the next five years. Performance measurement will be based on using reports of projects sponsored and other official available statistics to assess the annual growth in sales. MDB works with industry associations, farmers organizations, the HFBB and other state or local agencies to build the capacity of Hawaii's agricultural and food producers to make them more competitive and efficient in their production, distribution, and marketing efforts or hosting promotional events that facilitate the sale of Hawaii produced agricultural and manufactured food products to local consumers. Time Frame for Completion: On-going throughout each year.

1. Leverage HDOA funds to a minimum 50% of total cost of facilitating transportation/shipping, distribution, sales representation, consolidation, trade shows, industry promotional events and trade or consumer outreach/education projects.
2. Reformulate the matching fund program into a request for application (RFA) process to attract a larger pool of applicants and to ensure greater effectiveness, transparency and accountability.
3. Increase the number of companies participating in the State preference procurement program (3%, 5% and 10% preference for local agricultural products purchased by the State).

4. Explore and facilitate sales of local agricultural products to large institutional buyers such as the Norwegian Cruise Lines (NCL).
5. Collaborate with the Department of Health in efforts to promote the five a day serving of fresh fruits and vegetables as a vehicle to generate demand for Hawaii grown produce.
6. Formulate a baseline accounting system to measure the level of sales in the local market.

Objective: Target specialized, niche markets and facilitate sales of agricultural and value-added products in the domestic (Mainland) market by 3% annually for the next five years. Performance measurement will be based on using reports of projects sponsored and other official available statistics to assess the annual growth in sales. MDB works with industry associations, Agricultural Marketing Service/USDA, DBEDT, HFBF, other state or local agencies to build the capacity of Hawaii's agricultural and food producers to make them more competitive and efficient in their production, distribution, and marketing efforts or hosting promotional events that facilitate the sale of Hawaii produced agricultural and manufactured food products in domestic (Mainland) market.  
Time Frame for Completion: On-going throughout each year.

1. Leverage HDOA funds to a minimum 50% of total cost of facilitating transportation/shipping, distribution, sales representation, consolidation, trade shows, industry promotional events and trade or consumer outreach/education projects.
2. Reformulate the matching fund program into a request for application (RFA) process to attract a larger pool of applicants and to ensure greater effectiveness, transparency and accountability.
3. Formulate an export promotional program that focuses on agricultural products with national significance including pineapples, papayas, bananas, tropical specialty fruits, coffee, macadamia nuts and tropical flowers.
4. Develop new features for export database and formulate a baseline accounting system to measure the level of sales in the domestic market.

Objective: Target specialized, niche markets and facilitate sales of agricultural and value-added products in the international market by 2% annually for the next five years. Performance measurement will be based on using reports of projects sponsored and other official statistics to assess the annual growth in sales. MDB works with industry associations, USDA-Foreign Agricultural Service, Western United States Agricultural Trade Association (WUSATA), DBEDT, HFBF, other state or local agencies to build the capacity of Hawaii's agricultural and food producers to make them more competitive and efficient in their production, distribution, and marketing efforts or hosting promotional events that facilitate the sale of Hawaii produced agricultural and manufactured

food products in foreign markets. Time Frame for Completion: On-going throughout each year.

1. Leverage HDOA funds to a minimum 50% of total cost of facilitating transportation/shipping, distribution, sales representation, consolidation, trade shows, industry promotional events and trade or consumer outreach/education projects.
2. Reformulate the matching fund program into a request for application (RFA) process to attract a larger pool of applicants and to ensure greater effectiveness, transparency and accountability.
3. Formulate an export promotional program that focuses on agricultural products with international significance including pineapples, papayas, tropical specialty fruits, coffee, macadamia nuts and tropical flowers.
4. Focus export of Hawaii agricultural products to international markets such as Canada, Japan and China (future).
5. Develop new features for export database and formulate a baseline accounting system to measure the level of sales in international markets.

Objective: Assist the private sector to establish a world-class farmers' market and support agritourism development. This objective will complement Objectives 1, 2 and 3. Performance measurement will be based on establishment of formal relationships with public agencies and private entities that are interested in establishing the farmer's market and agritourism development in Hawaii. ADD is committed to working with public and private sector entities, as well as, the legislature to facilitate the establishment of a world-class farmers' market and agritourism development in Hawaii. HDOA has conducted two feasibility studies on the farmers' market and the sole survey of agritourism providers in Hawaii, and is willing to provide technical and information assistance to any party that is interested in pursuing these projects. HDOA has received support from the AMS/USDA to provide architectural and other technical assistance to establish the market. Time Frame for Completion: On-going

1. Provide guidance to public agencies and private sector entities on sources of technical assistance relating to the world-class farmers' market, which will help them to assess feasibility, plan and prepare for development of the project.
2. Assist the Hawaii Community Development Authority (HCDA) and other state or county agencies to define the Request for Proposal (RFP) relating to site assessment, facility configuration, amenities, as well as, product and service offerings.
3. Seek assistance from the US Department of Agriculture, other federal agencies and private foundations on issues relating to site preparation, architectural design, environmental design and general development of the proposed farmers' market hall.

4. Assist in possible grant writing activities to generate complementary funds to establish the farmers' market and work with the HFBB to select appropriate vendors whenever necessary.
5. Collaborate with the Hawaii Tourism Authority (HTA), other tourism marketing organizations and the market hall management team to jointly promote the farmers' market concept.
6. Provide technical expertise to document agritourism and devote other resources to promote agritourism with other public agencies or private entities such as the Hawaii Tourism Authority (HTA) and the Hawaii Visitors and Convention Bureau (HVCB).

**Objective:** Pursue grant opportunities, independently or in cooperation with other institutions to support product development and marketing activities. This objective will complement Objectives 1, 2 and 3. Performance measurement will be based on submittal of a minimum of two grant proposals a year and strive to maintain a floor funding level of \$50,000. MDB plans to collaborate with various entities within the USDA and other entities within the Hawaii agricultural community on different grant proposals. These organizations include UH-CTAHR, HARC, HFBB and ALFH. Time Frame to Complete: On-going throughout each year.

1. Monitor, identify and periodically search for grant opportunities at various websites such as the USDA, DOC, and other granting agencies.

### Market Analysis and News Branch

**Goal 1:** Strengthen the dissemination of market news reports and provide timely, accurate and impartial wholesale market reports, economic analyses and other pertinent information to support the agricultural industry.

**Objective:** Collect and disseminate time sensitive agricultural market statistics and ensure the information is complete, accurate and reported on a timely basis. Performance measurement will be based on fulfilling 99% of all requests for information, meeting 99% of scheduled due and release dates, and conducting surveys (farmers, wholesalers, and others) to assess the completeness, accuracy, timeliness, and customer satisfaction with market statistics that are published in the previous year. MANB collaborates with public and private organizations in collecting and disseminating market and economic information. We rely on other government agencies, wholesalers, distributors, shippers, etc. for important agriculture related data. The information that we collect is also shared with HASS for use in completing their mission. Time Frame for Completion: On-going throughout each year.

1. Analyze each step of data collection, processing and translation of market and shipment statistics to evaluate accuracy, timeliness, and frequency of MANB reports.
2. Identify changing market information needs, modify data collection methods and change market reports.
3. Train Market News Reporter so price reports can include the necessary supply and market tone information, cross train employees on data collection and the production of various market reports.

Objective: Develop, implement and maintain a dynamic market information system with wholesale prices and in-shipments, trends, market outlook reports and analyses, which will assist farmers in decision-making. Performance measurement will be based on completing requirements of the grant and submission of final report to USDA. This effort is supported by a grant from the USDA and MANB is working with various partners (UH-CTAHR, HASS and consultants) to complete this project. Time Frame for Completion: March 2004

1. Work closely with various partners to ensure that work is being completed as scheduled, revise data format, validate data for accuracy and upload pertinent data to the information system.

Objective: Develop and make available Hawaii-relevant risk management tools and related information for agri-entrepreneurs statewide. Outreach efforts will be focused on delivering risk-reduction information, beginning with the largest agricultural conference in Hawaii in 2004. Performance measurement will be based on completion of requirements of the cooperative agreement and submission of final report to USDA, and the number of agricultural producers reached by the conference and subsequent outreach efforts. This effort is supported by a collaborative agreement with the USDA Risk Management Agency and will be a collaborative effort with UH-CTAHR, the Hawaii Farm Bureau Federation, the Agricultural Leadership Foundation of Hawaii, the Kona Pacific Farmers Cooperative, the Hawaii Export Nursery Association and the Protea Growers Association of Hawaii. The USDA-RMA representative overseeing this proposed project is also expected to be involved and contribute as a significant member of the team. Time Frame for Completion: November 2004

1. Review existing instructional materials on agricultural risk management (production, market, financial and institutional) and how other states are providing information to their agricultural constituents.
2. Consult with various agricultural and related industry leaders to solicit their views, concerns, needs and other pertinent information relating to agricultural risk management in Hawaii.

3. Identify new instructional materials that could be potentially useful to agri-entrepreneurs in Hawaii.
4. Establish a collaborative, educational committee to select and prepare instructional materials for agri-entrepreneurs in Hawaii.
5. Develop a newsletter to introduce the primary concepts of a risk-management program to agri-entrepreneurs by utilizing the internet and mailing list of partners such as the HDOA, CTAHR, ALFH, HFBH and various commodity groups.
6. Provide information on the instructional materials being developed at the 2004 Agricultural Conference with risk management education as an important feature.
7. Select appropriate speakers and panel members to participate in the various risk management sessions.
8. Video tape the conference sessions, and editing them for possible viewing on neighbor islands.

Objective: Pursue grant opportunities, independently or in cooperation with other institutions to solve existing marketing or economic issues facing the agriculture industry in Hawaii. Performance measurement will be based on submittal of a minimum of two grant proposals a year and strive to maintain a floor funding level of \$50,000. MANB collaborates with various entities within the USDA to complete grant projects and has partnered with other entities within the Hawaii agricultural community on different grant proposals. These organizations include the UH-CTAHR, HFBF, the Hawaii Agricultural Resource Center (HARC) and the Agricultural Leadership Foundation of Hawaii (ALFH).  
Time Frame for Completion: On-going throughout each year.

1. Monitor, identify and periodically search for grant opportunities at various websites such as the USDA, DOC, and other granting agencies.
2. Work with industry partners to pursue appropriate grant opportunities by developing or collaborating on application for funding.

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Division/Branch: Administrative Services Office

Purpose: To enhance the effectiveness and efficiency of the department by providing staff support services, and other administrative services, and responding to the needs of the public.

Goal 1: To meet the staff support services needs of the department's program and personnel by providing guidance, training, information, efficient equipment and vehicles, and adequate facilities, and facilitating the processing of their requests in order to enhance managers decision-making capabilities and employee productivity. Timeframe: 5 Years

Objective: Establish standards for the timely processing of various program personnel requests and actions (i.e., personnel actions, vendor payments, telecom requests, repair and maintenance requests, computer hardware and software requests, etc.) Completion Date: December 31, 2003. After six months of implementation, determine what percentage of the program requests and actions were completed within established standards.

1. Meet with ASO Supervisors to establish deadline for submittal of established standards for timely processing of requests and actions within their areas by Thursday, November 20, 2003.
2. ASO Supervisors to submit to ASO list of established standards for timely processing of requests and actions within their area by Monday, December 15, 2003.
3. ASO Supervisors to implement established standards for timely processing of requests and actions by December 31, 2003.
4. ASO Supervisors to track actual processing time for requests and actions within their area from January 1, 2004 to June 30, 2004 and determine percentage of requests and actions completed within established standards.

Objective: Determine the staff support service needs of the department managers and the quality of service we provide by conducting a needs assessment and customer survey. Completion Date: June 30, 2004. After implementing identified needs, resurvey in order to determine the effectiveness of our efforts to meet the needs of the department program and personnel and improve the quality of service.

1. Meet and discuss with a group of ASO personnel the purpose, target group, contents, and format of survey, and assign tasks by Friday, December 5, 2003.
2. ASO group develops and disseminates draft of survey to all ASO personnel for review and comments/concerns by Friday, February 6, 2004.
3. ASO personnel submit any comments/concerns to ASO group by Friday, February 20, 2004.
4. ASO group reviews comments from ASO personnel on draft survey and amends survey as necessary by Friday, March 5, 2004.
5. Cover memo is prepared explaining the purpose of the survey and with survey is disseminated to department managers by Friday, March 12, 2004.
6. Department managers submit completed survey to ASO group by Friday, March 19, 2004.
7. ASO group review and compile results of survey and make recommendations on those needs that can be implemented by Friday, April 9, 2004.
8. Results of survey and recommendations disseminated to all ASO personnel by Friday, April 16, 2004.
9. Feedback on results of survey disseminated to department managers by Friday, April 23, 2004. An explanation detailing those needs that will be implemented and those we will not be implementing and the reasons they will not be implemented will accompany the results.
10. Various ASO sections meet and discuss projects/activities to meet priority needs and improve quality of service identified in survey between Monday, April 26 and Friday, May 14, 2004.
11. Various ASO sections develop and submit to ASO group by Friday, June 4, 2004 draft plan of projects/actions and timetable for implementation in order to meet needs and improve quality of service.
12. ASO group reviews and comments on draft plans from ASO sections by Friday, June 18, 2004.
13. ASO sections finalizes by Friday, June 25, 2004 plan of projects/actions to be implemented.
14. ASO incorporates plan of projects/actions of various sections into ASO Strategic Plan by Friday, July 2, 2004.

Objective: Implement the needs identified by the department managers in the needs assessment and customer survey. Completion Date: June 30, 2005.

Objective: Implement suggestions on improving quality of service received by department managers in needs assessment and customer survey. Completion Date: June 30, 2005

Objective: Determine the staff support service needs of the department secretaries and other department personnel and the quality of service we provide by conducting a needs assessment and customer survey. Completion Date: June 30, 2005.

After implementing identified needs, resurvey in order to determine the effectiveness of our efforts to meet the needs of the department program and personnel and improve the quality of service

Objective: Evaluate whether we have met needs of the department managers and improved our quality of service by conducting a follow-up needs assessment and customer survey. Completion Date: December 30, 2005.

Objective: Implement the needs identified by the department secretaries and other personnel in the needs assessment and customer survey. Completion Date: June 30, 2006

Objective: Implement suggestions on improving quality of service received by department secretaries and other personnel needs assessment and customer survey. Completion Date: June 30, 2006

Objective: Evaluate whether we have met needs of the department secretaries and other personnel and improved our quality of service by conducting a follow-up needs assessment and customer survey. Completion Date: December 30, 2006.

Goal 2: To meet the needs of the public by assisting them in their requests or directing them to the appropriate entity to address their needs. Timeframe: 1 year

Objective: Abide by the ASO Standard of Conduct of being HELPFUL, INNOVATIVE, AND RESPONSIVE. Completion Date: June 30, 2004.

1. At the end of our conversation, ask the person if we have responded to their needs to their satisfaction beginning immediately.
2. To reduce the time to internally process vendor payments within the department to 10 calendar days by June 30, 2004.