

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

January 2015

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

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I. Goal

Improve the quality of construction and renovation of facilities.

II. Objectives and Policies

A. #1 – Acquire quality design for construction and renovation of facilities.

1. Continue to update requirements for design consultants contained in the Design Consultant Criteria Manual (DCCM). Implement new requirements mandated by law, codes, regulations, and ordinances, etc.
2. Continue to educate users, consultants, suppliers, contractors, and others on DAGS standards, project specifications, budgetary constraints, policies and procedures to promote clear understanding of requirements and realistic expectations for projects. Meet with professional architectural/engineering and construction industry organizations on a regular basis to obtain technical and administrative feedback.
3. Expand use of database software (such as Constructware and Google Documents) for a document storage and retrieval system that will facilitate coordination and tracking of DAGS-PWD/user agency design phase work tasks such as design submittal reviews.

B. #2 – Improve construction performance criteria

1. Continue to investigate alternative procurement methods for construction awards with consideration given to bidders' experience and qualifications, past performance, capacity to do the work, and other criteria rather than base awards primarily on low bid.
2. Closely monitor and advise consultants of desired outcomes for satisfactory or better performance.

C. #3 – Incorporate the LEED (Leadership in Energy and Environmental Design), building commissioning process, and as required by Act 155, SLH 2009 (hereinafter “Act 155”) conduct retro-commissioning for buildings over 5,000

square feet in size or using more than 8,000 kilowatts per year. Continue to perform energy efficiency/conservation projects for DAGS buildings and for other User Agency facilities as requested and as funding permits.

III. Action Plan with Timetable

A. Objectives/Policy #1 – Acquire high quality design for construction and renovation of facilities.

1. Past Year Accomplishments

- a. Objective #1.1 – Revised Technical Guide to comply with HRS Chapter 201-Night Sky Protection Strategy.
- b. Objective #1.2 – Continue meetings and discussions with the General Contractors Association (GCA), the Building Industry Association (BIA), the Associated Builders and Contractors, Inc. (ABC), the Subcontractors Association of Hawaii (SAH), the American Council of Engineering Companies of Hawaii (ACECH), and other government agencies to share information and update parties on policies and procedures regarding design and construction matters.
- c. Objective #1.3 – Bid out and procured services to build the online plan retrieval system.
- d. Public Works personnel continue to participate in online workshops on State Procurement procedures to be in compliance with State Procurement Office requirements and departmental requirements. Public Works staff were scheduled to attend the HiePRO training in order to conduct procurement electronically.
- e. Continued use of interim project collaboration solution. Implemented WebCM for new PWD projects for Maui District.
- f. Continued training key PWD personnel on Emergency Response Plans and Debris Management to ensure PWD will be able to support State Civil Defense following a natural or man-made catastrophic disaster.

2. One year – Bi-annual update of DCCM to improve project delivery timeliness, quality, cost and efficiency on design and construction performance. Continue to update the PWD internet website to provide user-friendly access to forms, instructions and information for clients and contractors. Continue to train staff on sustainable design (e.g., LEED) and commissioning/retro-commissioning processes. Continue staff,

consultant, and client training in utilizing the project collaboration platform. Roll out web interface for submission of professional services qualification information and materials.

As budget permits, replace outmoded equipment and software.

3. Two years – Continue to improve website information tailored to the needs of the design and construction communities. Continue to refine DCCM. Continue staff training to improve skills and service. Utilize the project collaboration platform for all projects initiated by DAGS Public Works Division. Subject to funding, develop and implement a Public Works Construction and Facility Management Plan in conjunction with the Central Services Division.
4. Five years – Upgrade the computerized automated project database and recordkeeping systems. Continue to evolve the website according to industry standards.

B. Objectives/Policy #2 – Improve construction performance criteria

1. Past Year Accomplishments

- (a) Objective #2.1 – Continued to explore other construction procurement methods as alternatives to the low bid method. Created a vendor list of Energy Savings Companies (ESCOs) to do Energy Saving Performance Contracts (ESPCs). Commenced a \$26.5 million ESPC contract for Department of Public Safety, Halawa Correctional Facility and the Oahu Community Correctional Center. Statewide ESPC encompassing additional Oahu state office buildings and neighbor island State office buildings is ongoing with an estimated contract amount of \$22.0 million.
- (b) Objective #2.2 – Change evaluation of consultant performance from once at the end of the project to twice. Consultant will be evaluated at the end of the design/bid phase and at the end of the construction phase.
- (c) Objective #2.3 – Continued staff training in various construction methods/topics such as basic ventilation, air conditioning, collaborative project management, first aid, and safety when funds are available or as needs arise.
- (d) Objective #2.4 – Completed computer upgrades for the Public Works Division staff.

2. One year – Continue to evaluate alternative procurement methods to low bid awards. Evaluate feasibility of the State Procurement Office (SPO) procurement system for construction projects.
  3. Two years – Determine appropriate alternative procurement methods for various situations. Provide customer service training for staff. Obtain outside trainers for in-house staff training if necessary.
  4. Five years – Increase utilization of online collaboration construction management platform to expedite the decision-making process and overall project delivery process from bidding out projects, initiating projects in the planning stage, implementing the design process, improving construction management, and ensuring quality control.
- C. Objective/Policy #3 – Incorporate the LEED (Leadership in Energy and Environmental Design), building commissioning process, and as required by Act 155, conduct retro-commissioning for buildings over 5,000 square feet in size or using more than 8,000 kilowatts per year, and expand the use of energy savings performance contracting. Continue to do energy efficiency/conservation projects for DAGS buildings and for other user agency facilities as funding permits.
1. Past Year Accomplishments:
    - a. Bid out three (3) projects with a goal of achieving a LEED Silver certification. The three (3) projects are Kamamalu Building, Renovation; Waimano Ridge, Improvements to Buildings and Site; and the New Nanakuli Public Library. In addition, we bid out one photovoltaic system project: Keelikolani Building, Install Photovoltaic System and Replace Upper Roof.
    - b. The following LEED energy efficiency/conservation projects completed construction in fiscal year 2014:
      - Completed the construction of the new Aiea Public Library which achieved LEED Gold certification.
      - Completed the construction of the DAGS Hawaii District, Kona Base Yard which achieved LEED Gold certification.
      - Completed the construction of the Liliuokalani Building, Install Photovoltaic System and Reroof
      - Completed the construction of DAGS Automotive Division, Makai Garage (Lot A) – Install Photovoltaic System.

- Construction of the DAGS Automotive Division, Vineyard Garage (Lot V), Install Photovoltaic System was nearly completed in FY 2014 and has since been completed with a project acceptance in September 2014.
- c. Completed construction on the Public Safety Department's Oahu Facilities, Energy Savings Performance Contracting (ESPC) project involving two (2) correctional facilities: Halawa Correctional Facility and the Oahu Community Correctional Center. Continued construction of DAGS Facilities, ESPC for other Oahu facilities and neighbor island State facilities during FY 2014.
- d. The following LEED and energy efficiency/conservation related project are currently under construction:
- DAGS Hawaii District, Hilo Base Yard which is striving to achieve a LEED Silver or possible Gold certification
- e. Completed construction for the following energy efficiency related projects during FY2014:
- Installed PV system at Hale Kia Aina.
2. One year:
- a. Continue to refine LEED, building commissioning, and retro-commissioning processes during the design and construction phases of selected projects. Install photovoltaic systems on various State buildings as opportunities arise.
- b. Review/evaluate/assess "lessons learned/results" for selected pilot projects that incorporated LEED, building commissioning, during the design and construction phases to determine benefits and costs.
- c. Continue working on the Statewide ESPC program that includes other Oahu State facilities and neighbor island State facilities.
- d. Issue a Request for Proposal (RFP) for district cooling in the capital district by the first quarter of 2015. DAGS completed a project which determined the costs to run the HVAC (heating, ventilation, and air conditioning) in the capital district buildings. The issuance of the RFP will determine if there are cheaper alternatives to conventional HVAC.

3. Two years – Continue to plan, design and construct energy and cost efficient buildings. Refine design requirements, methodology, incorporate new technology and material. Subject to funding, implement the recommendations of the retro-commissioning investigations conducted for the public libraries. Develop and implement an Energy Conservation Implementation Plan in conjunction with the Central Services Division. The DAGS Public Buildings, Statewide, Energy Conservation Planning project was started for this purpose.
4. Five years – Develop and implement revised Policies and Procedures and/or changes to the DCCM on the use of LEED/energy initiatives, and building commissioning and retro-commissioning processes as appropriate during the design and construction phases for other projects. Retro-commission public buildings every five (5) years as required by Act 155, subject to funding being made available.

#### IV. Performance Measures

##### A. Customer Satisfaction Measure

Acquire high quality construction and renovation of facilities.

1. Review, evaluate and measure user and staff ratings of consultants and contractors for all projects through customer satisfaction surveys and polling.
2. Obtain, analyze and record evaluations from user agencies on the performance of consultants, contractors and project results.
3. Follow-up with consultants and contractors with less than satisfactory ratings and results.

##### B. Program Standard Measure

Acquire good quality construction and renovation of facilities.

1. Obtain feedback from users on the quality of workmanship.
2. Obtain feedback from users on the amount of maintenance required post-construction/renovation compared with maintenance prior to construction.
3. Continue to measure and evaluate the number and types of change orders.
4. Measure and evaluate the project schedules.

##### C. Cost Effectiveness Measure

Acquire high quality construction and renovation of facilities.

1. Continue to evaluate changes in the amount and types of change orders during construction.
2. Measure and evaluate the number of projects that are completed on schedule and within budget.