

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

January 2012

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

Contact Person/Phone: Ernest Y. W. Lau / 586-0526

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, 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 correct consultant 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, 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.

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 DCCM for “Solicitation, Offer and Contract Form,” and “Informal Bid Form.” Reinstated “Quality Control” section to bind Quality Control requirements in the technical sections with overall project administration. Posted revisions on the DAGS-Public Works website.
<http://hawaii.gov/pwd/Members/qc/dccmanual/index.html>.
- b. Objective #1.2 – Continue meetings and discussions with representatives of 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. On behalf of the State Procurement Office (SPO), trained state and county officials on Construction Procurement.
- c. Objective #1.3 – Implemented online Questionnaire for Providers of Professional Services for Capital Improvement Projects streamlining the annual process making it more efficient and paperless. Also creates a database for the program to utilize for consultant selection.
- d. Public Works personnel were trained in newly offered online workshops and in-person training on State Procurement methods and procedures to be in compliance with State Procurement Office requirements and departmental requirements.
- e. Piloted WebCM for interim use while reevaluating current WebCM vendor. Implemented construction phase projects initially then continued roll out for the design phase projects.

- f. Utilized online meeting resource to conduct online training for neighbor island district office Public Works staff and neighbor-island-based contractors resulting in travel expenditure savings.
 - g. 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.
 - h. Presented with the following Department service awards:

2011 DAGS Employee of the Year and 2011 Governor’s Award for Distinguished State Service: Lloyd Maki, Public Works, Project Management Branch Architect.
 - 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.
 - 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. As budget permits, replace outmoded equipment and software. Continue to evolve the website according to industry standards.
- B. Objective/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). Executed a

\$25.5 million ESPC contract for Department of Public Safety, Halawa Correctional Facility and the Oahu Community Correctional Center. ESPC, Phase II encompassing additional Oahu state office buildings and neighbor island state office buildings was also initiated within this past fiscal year with an estimated contract amount of \$25.0 million.

- (b) Objective #2.2 – Continued to evaluate contractor performance via stakeholder on-line surveys.
 - (c) Objective #2.3 – Continued staff training in various construction methods/topics such as basic electrical circuits; heating, ventilation, and air conditioning; collaborative project management; first aid; and safety.
 - (d) Objective #2.4 – Continued customer service-related training such as procurement laws and rules, effective communication, electronic mail, word processing, digital photo management, time management, and computer software program. As budget allowed, purchased personal computers, software, printers, digital cameras and other aids to increase efficiency in the planning and management of construction contracts. Implemented an interim online collaborative project management system for management and storage of documents for projects in the design and construction phases of project delivery.
- 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. Awarded thirteen (13) energy efficiency projects for the Hawaii State Library Systems in fiscal year 2011. These included six (6) libraries that will have photovoltaic systems installed and seven (7) libraries will have window tinting installed.
 - b. The following energy efficiency/conservation projects completed construction in fiscal year 2011:
 - Completed construction of the Keaukaha Military Reservation, Joint Military Center and the facility achieved a LEED Silver rating and is in the process of achieving a LEED Gold rating.
 - Installation of a photovoltaic system on the rooftop of the Kalanimoku Building anticipated to achieve 30% in electricity energy expenditures per month.
 - c. As required by Act 155, Retro-Commissioning for forty nine (49) public libraries statewide were initiated, however, due to limited funding, twelve (12) public libraries on West Oahu will not be able to continue although those twelve (12) public libraries projects had been initiated. The remaining thirty seven (37) public libraries are proceeding with the retro-commissioning.
 - d. Awarded two (2) energy efficiency/conservation projects:
 - Wahiawa Civic Center, Public Health Nursing Office, Energy Efficiency and Air-conditioning Improvements.
 - Central Services Division, Photovoltaic System.
 - e. Implemented 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. Initiated the DAGS Facilities, ESPC for other Oahu facilities and neighbor island state facilities during FY 2011.
 - f. Initiated design phase for LEED projects during FY2011:
 - Aiea Public Library
 - DAGS Hilo Baseyard
 - DAGS Kona Baseyard

2. One year:
 - a. Continue to refine LEED requirements, and building commissioning and retro-commissioning processes during the design and construction phases of selected pilot projects.
 - 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 retro-commissioning for Public Libraries, statewide as required by Act 155.
 - d. Initiated Phase II of DAGS ESPC program that includes other Oahu state facilities and neighbor island state facilities.
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.
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.